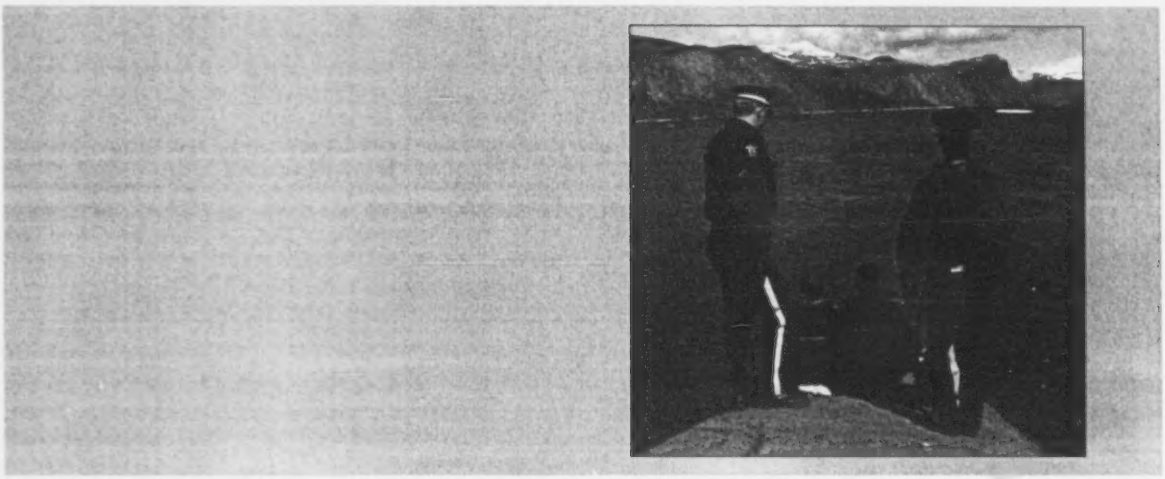
Royal Canadian Mounted Police | Gendarmerie royale du Canada



Royal Canadian Mounted Police Report on Plans and Priorities 2008-2009

The Honourable Stockwell Day, PC, MP
Minister of Public Safety

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MINISTER'S MESSAGE

The Public Safety Portfolio of the Government of Canada continues to establish ambitious plans and priorities and to achieve success in ensuring the safety and security of Canadians. As the Minister of Public Safety, I am pleased to present to Parliament the RCMP's Report on Plans and Priorities that outlines our further objectives for 2008-2009.

The men and women of the RCMP play a vital role in keeping Canadians and their communities safe. That is why the Government took the decision in 2006 to add 1,000 personnel to the strength of the RCMP for vital federal law enforcement tasks. That process is now well underway.

In 2008-2009, the RCMP will remain focused on tackling crime by: reducing the threat and impact of **Organized Crime**; reducing the threat of **Terrorist** criminal activity in Canada and abroad; contributing to Canada's **Economic Integrity** through crime reduction; reducing **Youth** involvement in crime as victims and offenders; and contributing to safer and healthier **Aboriginal Communities**. The Government's continued commitment to enhance public safety and security is evident through ongoing efforts to amend relevant legislation, address violent crime, recruit more officers, as well as to prepare for the security requirements of the 2010 Vancouver Olympics. These commitments will no doubt assist the RCMP in achieving their strategic priorities.

The coming year will bring constructive change and new challenges for the RCMP. The release of the Report from th*e Task Force on Governance and Cultural Change in the RCMP* highlighted a number of important issues and provided a range of recommendations. I can tell you that this Government is committed to creating a path that will allow the RCMP to evolve into a modern, stronger, more effective organization, meeting the significant policing demands of the 21st century.

Delivering quality contract policing is a primary program activity for the RCMP. As a result, the Government's dedication to ensuring seamless frontline delivery through 2012 to contracting provinces and territories is a high priority.

The integrity of federal policing programs continues to be enhanced by the ongoing implementation of new initiatives. Federal policing touches the day-to-day lives of Canadians and works to ensure that our privacy and individual identities are maintained and that the goods we buy are legitimate. The programs also ensure that there is a police presence in the air, on the ground and in our waters. The success of the federal programs is in part due to the creation and ongoing commitment to effective inter-agency partnerships, both nationally and internationally.

The RCMP also provides quality policing support services that are in demand nationwide. Effective criminal investigations continually demand new and more complex investigative techniques. Growing expectations from both the law enforcement and public sectors, coupled with increased demands for services, have underscored the increasing requirement for continuous improvement within the RCMP's support services.

All these services are possible because of the ongoing commitment and dedication of RCMP members and staff throughout all levels of service. It is inspiring. Their continual drive towards excellence will make 2008-2009 a year of successes for the RCMP, resulting in a safer and more secure Canada.

The Honourable Stockwell Day, PC, MP
Minister of Public Safety

COMMISSIONER'S MESSAGE

These are extraordinary times for the RCMP. I have no doubt, however, that we are ready to meet the challenges we are facing and to build on our strengths, to recognize and address our weaknesses, and to continue to work hard to provide for the safety and security of Canadians.

In the coming year, there will be significant work undertaken to address issues identified by the Report of the *Task Force on Governance and Cultural Change in the RCMP*. Work is already underway to enhance management accountability at all levels, and to improve our policies and practices across a wide variety of areas including: discipline, workplace disclosure, ethics, independent oversight and review, and human and financial resource management.

I am encouraged by the Task Force Report's positive observations about the quality of our members and other employees, and by the constructive approach being taken throughout the organization to build a modern workplace that will enable the RCMP to be more responsive to the citizens we serve and to the needs of our employees. I have personally made this a priority.

The RCMP remains committed to providing top quality policing in areas of federal jurisdiction and, under contract, to provinces, territories and communities across the country. We will also continue to provide key services that support all police agencies in Canada.

The RCMP will continue to support the Government's ongoing commitment to tackle crime. Our initiatives will address a variety of criminal activities. These include activities by criminal elements that have become more technologically advanced, more transnational in scope and more violent.

I continue to be impressed and inspired by the dedication, professionalism and commitment of the employees of the RCMP. I have every confidence we will rise to our many challenges over the coming year.

William J. S. Elliott
Commissioner

Management Representation Statement

Report on Plans and Priorities 2008-2009

I submit for tabling in Parliament, the *2008-2009 Report on Plans and Priorities (RPP)* for the Royal Canadian Mounted Police.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2008-2009 Estimates: Reports on Plans and Priorities and Departmental Performance Reports:*

- It adheres to the specific reporting requirements outlined in the Treasury Board of Canada Secretariat guidance;
- It is based on the department's strategic outcome(s) and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board of Canada Secretariat.

_____

Commissioner William J. S. Elliott

_____

Date

SECTION I: OVERVIEW

SUMMARY INFORMATION

Raison d'être

As Canada's national police service, the Royal Canadian Mounted Police (RCMP) is an agency within the Public Safety portfolio. Our value proposition to Canadians is to contribute to **safe homes and safe communities.**

Our **mandate,** drawn from the authority and responsibility assigned under section 18 of the *Royal Canadian Mounted Police Act,* consists of:

- Preventing and investigating crime and maintaining order
- Enforcing laws on matters as diverse as health and the protection of government revenues
- Contributing to national security
- Ensuring the safety of state officials (in Canada and abroad), visiting dignitaries and foreign missions
- Providing vital operational support services to other police and law enforcement agencies

The RCMP's **vision** is to be recognized throughout the world as an "organization of excellence". In this regard, we are committed to:

- Being a progressive, proactive and innovative organization
- Providing the highest quality service through dynamic leadership, education and technology in partnership with the diverse communities we serve
- Being accountable and efficient through shared decision making
- Ensuring a healthy work environment that encourages team building, open communication and mutual respect
- Promoting safe and sustainable communities
- Demonstrating leadership in the pursuit of excellence

In fulfilling our mandate and striving to reach our vision, we are guided by the **core values** of integrity, honesty, professionalism, compassion, respect and accountability.

For more detailed information on the RCMP's mission, vision and values, please visit: www.rcmp-grc.gc.ca/about/mission_e.htm

Organizational Information

In accordance with the *RCMP Act*, the RCMP is headed by the **Commissioner**, who, under the general direction of the Minister of Public Safety, has the control and management of the Force and all matters connected therewith. Key components of our management structure include:

- **Deputy Commissioner, Special Advisor to the Commissioner:** Appointed in August 2007, the Special Advisor leads the RCMP's work with the *Task Force on Governance and Cultural Change in the RCMP*, aligning the organization's activities to provide its full cooperation to the Task Force
- **Deputy Commissioners for Pacific, North West and Atlantic Regions respectively:** To oversee operations in these regions
- **Deputy Commissioner, Federal Services and Central Region:** To meet our federal policing mandate [includes Federal and International Operations (FIO) and Protective Policing Services] as well as operations in A, C and O Divisions
- **Deputy Commissioner, Operations and Integration:** To meet our contract policing mandate and drive horizontal integration in all operations areas [includes Criminal Intelligence Directorate (CID) and Community, Contract and Aboriginal Policing Services (CCAPS)]
- **Deputy Commissioner, National Police Services:** To focus on the provision of operational support services for the RCMP and broader law enforcement and criminal justice communities [includes Technical Operations, the Canadian Police College (CPC), the Canadian Police Information Centre (CPIC), Criminal Intelligence Service Canada (CISC), Forensic Laboratory Services (FLS), Information & Identification Services (I&IS), the National Child Exploitation Coordination Centre (NCECC), the Canada Firearms Centre (CAFC) and the Chief Information Officer (CIO) Sector. Specific details on the CAFC are included in a special chapter at the end of this report. FLS and I&IS were amalgamated in 2006 to form Forensic Science & Identification Services (FS&IS)]
- **Chief Financial and Administrative Officer:** To continue to meet standards of accountability, stewardship, results and value-based management, increased transparency and responsiveness, financial risk management, renewed control systems and sustainable development
- **Chief Human Resources Officer:** To develop HR management strategies that maximize human performance and drive organizational success, ensure that HR policies and processes enable operational readiness, and build and sustain a workforce that is committed to excellence in service delivery

In addition to these senior managers, the **Ethics and Integrity Advisor**, the **Senior General Counsel**, the **Chief Audit Executive** and the Directors General of **Public Affairs & Communication Services** and of **Strategic Policy & Planning** complete the Senior Executive Committee.

Commissioner
D/Commissioner Special Advisor
D/Commissioner Federal Services and Central Region
D/Commissioner Operations and Integration
D/Commissioner National Police Services
Chief Financial and Administrative Officer
D/Commissioners Pacific, North West and Atlantic Regions
Chief Human Resources Officer
Senior General Counsel
Ethics and Integrity Advisor
Chief Audit Executive
Director General Public Affairs & Communication Services
Director General Strategic Policy & Planning

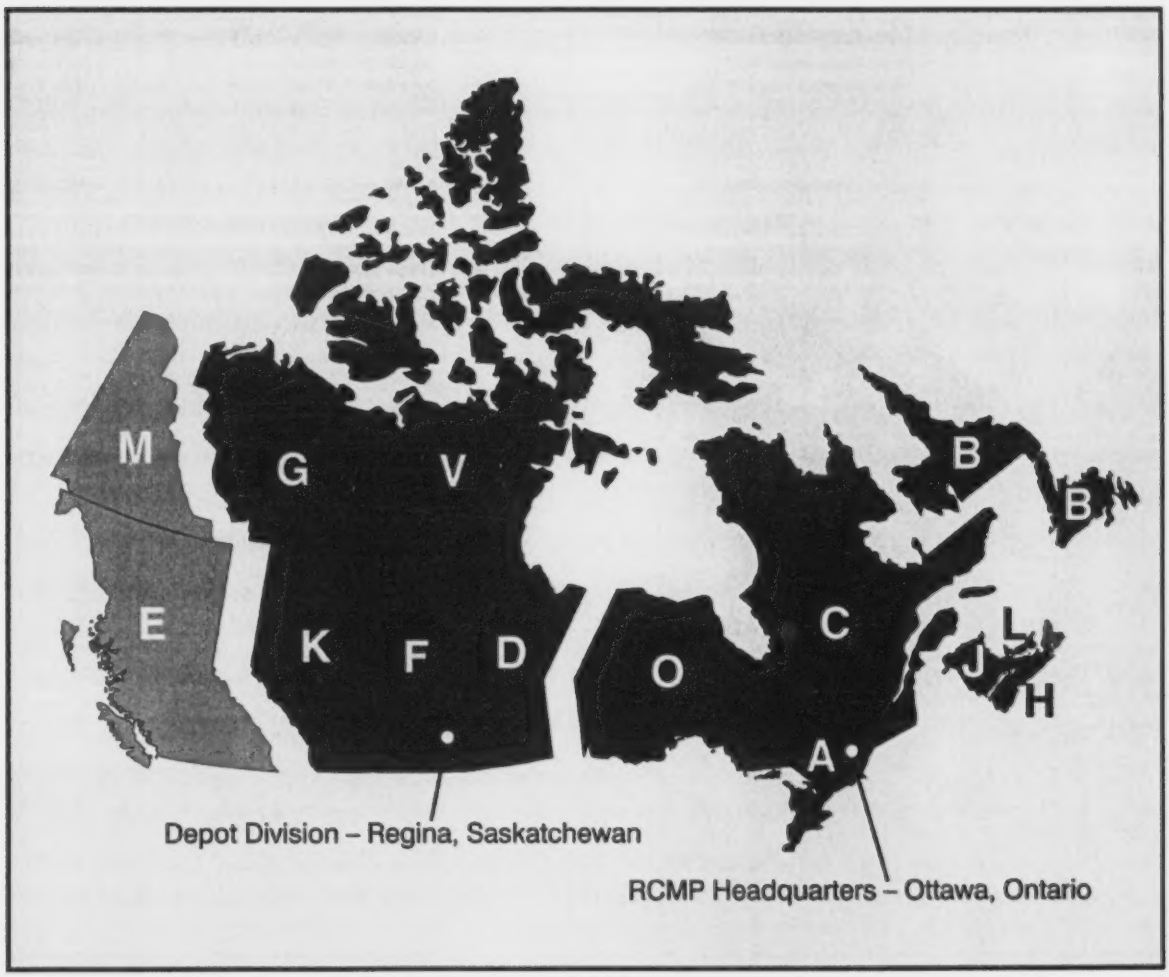
To deliver on our responsibilities, we have over 26,000 employees including Regular and Civilian Members and Public Service Employees. We are also fortunate to have over 75,000 volunteers to assist us in our efforts to deliver quality services to the communities we serve across Canada.

The RCMP is unique in the world since we are a national, federal, provincial and municipal policing body. As a result, the men and women of the RCMP can be found all across Canada. Operating from upwards of 750 detachments, we provide: daily policing services in over 200 municipalities; contract policing services in all Canadian provinces and territories with the exception of Ontario and Quebec; and services to over 600 Aboriginal communities, three international airports, plus numerous smaller airports.

We are organized into four regions, 14 divisions, National Headquarters in Ottawa and the RCMP's training facility – or "Depot" – in Regina.

Each division is managed by a Commanding Officer and is alphabetically designated.

Divisions roughly approximate provincial boundaries with their headquarters located in respective provincial or territorial capitals (except "A", Ottawa; "C", Montreal; "E", Vancouver; and "O", London).



Voted and Statutory Items Listed in Main Estimates

Voted or Statutory Item ($ millions)		2008-2009 Estimates	2007-2008 Estimates
50	Operating expenditures	**1,840,815**	1,626,438
55	Capital Expenditures	**328,965**	264,729
60	Grants and Contributions	**88,297**	70,546
(S)	Pensions and other employee benefits – Members of the Force	**333,518**	323,891
(S)	Contributions to employee benefit plans	**61,564**	59,817
(S)	Pensions under the *Royal Canadian Mounted Police Pension Continuation Act*	**23,000**	23,000
	Total Department	**2,676,159**	2,368,421

Departmental Planned Spending and Full Time Equivalents

($ millions)	* Forecast Spending 2007-2008	**Planned Spending 2008-2009**	Planned Spending 2009-2010	Planned Spending 2010-2011
Federal & International Operations	685.4	**770.0**	790.3	794.1
Protective Policing Services	112.4	**177.3**	152.3	152.1
Community, Contract and Aboriginal Policing	2,335.0	**2,519.2**	2,480.4	2,465.0
Criminal Intelligence Operations	85.5	**75.0**	74.8	77.4
Technical Policing Operations	187.2	**216.7**	216.1	211.4
Policing Support Services	70.7	**69.4**	68.5	68.9
National Police Services	144.1	**151.2**	142.2	140.2
Firearm Registration	66.5	**23.6**	23.6	23.6
Firearms Licensing and Support Infrastructure	3.9	**62.9**	62.9	62.9
Pensions under the *RCMP Pension Continuation Act*	23.0	**23.0**	23.0	23.0
To Compensate members of the RCMP for injuries received in the performance of duty	55.8	**69.3**	75.7	82.0
Survivor Income Plan	1.6	**2.2**	2.2	2.2
Budgetary Main Estimates (gross)	3,771.2	**4,159.8**	4,112.0	4,102.8
Less: Respendable Revenue	1,402.8	**1,483.7**	1,494.8	1,491.7
Total Main Estimates	2,368.4	**2,676.2**	2,617.1	2,611.1
Adjustments Current Year:				
Supplementary Estimates (A)	259.9			
Supplementary Estimates (B)	4.9			
Transfers from TBS Central Votes **	123.0			
Potential Program Lapses	(200.0)			
Total Adjustments	187.8			
Adjustments to Planned Spending:				
Funding to support the investigation and prosecution of fraud offences in capital markets (renewal and strengthening of Integrated Market Enforcement Teams)		**31.3**	31.3	31.3
Funding for policing and security for the 2010 Olympic and Paralympic Winter Games		**27.3**	37.8	0.5
Funding for protection of children from sexual exploitation on the Internet		**4.7**	11.2	11.2

Funding to streamline and accelerate the efficiency of Canada's national fingerprint and criminal records repository (Real Time Identification System – Phase 2)		**0.0**	10.2	10.2
Funding for the National DNA Databank		**10.3**	9.4	3.8
Funding reduction related to the waiving of the prescribed fee associated with firearms licence renewals.		**(10.0)**	(10.0)	(10.0)
Funding for judicial follow-up to the Arar Inquiry		**2.2**	0.0	0.0
Other items of $1 million or less		**0.9**	1.3	1.3
Total Adjustments	187.8	**66.7**	91.2	48.4
Total Planned Spending	2,556.2	**2,742.8**	2,708.3	2,659.4
Less: Non-Respendable Revenue	104.1	**118.2**	122.6	122.6
Plus: Cost of services received without charge	220.7	**250.7**	249.9	250.5
Net Cost of Program	2,672.8	**2,875.4**	2,835.6	2,787.4
Full Time Equivalents ***	27,929	**29,161**	29,027	29,209

Note:
* Reflects best forecast of total planned spending to the end of the fiscal year.
** For items such as the operating budget carryforward, funding for parental leave and severance payments and compensation amounts related to collective bargaining settlements.
*** FTE numbers reflect the Human Resources Management Information System (HRMIS).

Summary Information

The following tables provide resource information at the departmental level. The tables illustrated on pages 24, 25, 26 and 28 provide information at the Program Activity level.

Financial Resources (*total planned spending in millions*)			
	2008-2009	**2009-2010**	**2010-2011**
Total Planned Spending	$4,226.5	$4,203.2	$4,151.1
Total Planned Spending Net of Respendable Revenues	$2,742.8	$2,708.3	$2,659.4

Human Resources (*Full Time Equivalents [FTEs]*)			
	2008-2009	**2009-2010**	**2010-2011**
2008-2009 RPP	29,161	29,027	29,209
2007-2008 RPP *	28,003	27,925	–

Note: * The FTE figures published in the RCMP's 2007-2008 RPP were incorrect as they did not reflect incremental FTEs associated with new funding to be received in 2007-2008. The figures shown in the table above have been corrected.

RCMP Program Activity Architecture (PAA)

SAFE HOMES, SAFE COMMUNITIES

OUTCOMES: contributions to...	STRATEGIC OUTCOME – Quality Federal policing – ensure the safety and security of Canadians and their institutions, domestically and globally, as well as internationally protected persons and other foreign dignitaries, through intelligence-based prevention, detection, investigation, and enforcement of the law against terrorists, organized criminals and other criminal activity *Key results* – reduced impact of organized crime; reduced threat of terrorism; safe and secure society and economy Outcome: PPS (1)	STRATEGIC OUTCOME – Quality Contract policing – healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigation *Key results* – highest quality police services/programs; prevented and reduced youth involvement in crime as victims or offenders; safer and healthier aboriginal communities Outcome: CPS (2)	STRATEGIC OUTCOME – Quality policing support services – support Canadian policing, investigation and enforcement organizations with critical intelligence, equipment, tools, systems, technology, and education to optimize the delivery of proactive, intelligence-based policing services and programs *Key results* – leading edge policing and security technology; comprehensive, real-time intelligence and threat assessments; increased efficiency and effectiveness of policing; timely and high quality scientific tools, techniques and information management technology; high quality learning, training opportunities and support Outcome: SAP (3)	STRATEGIC OUTCOME – Grants & Contributions: Payments applicable to all Activities	STRATEGIC OUTCOME – The risks to public safety from firearms in Canada and international communities are minimized Outcome: CFC (5)	STRATEGIC PRIORITIES Organized Crime Terrorism Aboriginal Communities Youth Economic Integrity Outcome: SAP (4)

Program Activity	1 Federal and International Operations	2 Protective Policing Services	3 Community, Contract and Aboriginal Policing	4 Criminal Intelligence Operations	5 Technical Policing Operations	6 Policing Support Services	7 National Police Services	Payments Applicable to all Activities	Canadian Firearms Centre	8 Internal Services
Program Sub-activity	1.1 Financial Crime 1.2 Drugs and Organized Crime 1.3 Border Integrity 1.4 International Policing 1.5 National Security Criminal Investigations (NSCI) 1.7 Program Activity Support	2.1 Protective Duties 2.2 Major Events 2.4 Program Activity Support	3.1 Provincial/Territorial Policing (QB) 3.2 Municipal Policing (QB) 3.3 Aboriginal Policing (QB) 3.4 Airport Policing Agreements 3.5 Community, Contract and Aboriginal Policing Limitations 3.7 Program Activity Support	4.1 Organized Criminal Intelligence 4.2 Criminal Analysis 4.3 National Security Criminal Intelligence 4.5 Program Activity Support	5.1 Air Services 5.2 Behavioral Sciences 5.3 Protective Technology 5.4 Technical Investigation 5.5 Technical Security 5.6 Technological Crime 5.7 Departmental Security 5.9 Program Activity Support	6.1 National Operations Center 6.2 Operational Policing Data Systems 6.3 Integrated Operations Support 6.4 Force Specific Programs 6.6 Program Activity Support	7.1 Forensic Lab Services 7.2 Information & Identification Services 7.3 Canadian Police College 7.4 National Child Exploitation Coordination Center 7.5 Canadian Intelligence Service Canada (CISC) 7.7 Program Activity Support	LOBE 2514 Pensions under the *RCMP Pension Continuation Act* LOBE 2515 To compensate members of the RCMP for injuries received in the performance of duty LOBE 2510 Surplus Income Plan	11.1 Firearm Registration 12.1 Firearms Licensing and Supporting Infrastructure	8.1 Management and Oversight Services 8.2 Human Resources Management Services 8.3 Financial Management Services 8.4 Supply Chain Management Services 8.5 Facilities & Assets Management Services 8.6 Information Management Services 8.7 Information Technology Services 8.8 Legal Services 8.9 Public Affairs and Communications 8.10 Evaluation Services 8.11 Internal Audit Services 8.12 Other Support Services

(Note: Even though listed as Sub-Activities, every Grant & Contribution represents an Activity)

RCMP Program Activity Architecture

Our Program Activity Architecture (PAA) lists five Strategic Outcomes, defined in the graphic shown on the previous page, that contribute to our overarching strategic goal of *safe homes and safe communities for all Canadians:*

- Quality Federal Policing
- Quality Contract Policing
- Quality Policing Support Services
- Grants & Contributions
- Minimized risks to public safety from firearms

The key eight supporting Program Activities are:

1 – Federal and International Operations (FIO): Work to ensure the safety and security of Canadians and their institutions, domestically and globally, through intelligence-based prevention, detection, investigation, and law enforcement measures taken against terrorists, organized criminals and other criminal activity.

2 – Protective Policing Services: Direct the planning, implementation, administration and monitoring of the RCMP national Protective Security Program for: the Governor General, her family and residences; the Prime Minister, his family and residences; federal Cabinet ministers, Supreme and Federal Court judges, members of Parliament, Senators, and their residences; visiting heads of state and foreign diplomats in Canada and their residences; internationally protected persons (IPP); persons designated by the Minister of Public Safety as requiring security; and selected domestic and international flights by Canadian air carriers.

3 – Community, Contract and Aboriginal Policing Services (CCAPS): Provide services to provinces, territories and municipalities under contract arrangements with the Government of Canada including:

- Investigation, detection and prevention of crime
- Enforcement of laws
- Maintenance of peace and order
- Protection of life and property
- Security

4 – Criminal Intelligence: Timely and relevant criminal information and intelligence is the single greatest asset law enforcement has in order to detect, prevent and combat crime. Generally, criminal intelligence is about building and sharing knowledge about criminal threats to increase public safety.

5 – Technical Policing Operations: Provide specialized technical investigative services, state-of-the-art technological tools and procedures to operational sectors in the RCMP and other law enforcement agencies to assist and support the investigation of: criminal activity; physical and information technology services and associated research and development activities; Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) response and research and development (R&D); criminal behaviour investigative analysis; a modern and effective operational Air Services; and comprehensive policy development and application of Departmental Security.

6 – Policing Support Services: Given the complexity and sheer size of the RCMP, there are unique services that contribute to several or all of the other Program Activities. Policing Support Services are a compilation of distinct activities, services and systems that impact various areas of the Force's policy direction, day-to-day operations and visibility. Sub-Activities that fall under this Program Activity include: the National Operations Centre (centralized technologically-advanced reporting facilities); Operations Policing Data Systems (operational information management systems); Integrated Operations Support (high level strategic vision and functional direction in support of Operations mandate); Force Specific Programs (Kit and Clothing, Depot, Tactical Weapons Training Section and RCMP musical ride Programs); and Program Activity Support.

7 – National Police Services (NPS): Has a long and proud history of supporting Canada's law enforcement community with increasingly sophisticated and reliable services. NPS, through its eight service lines, provides forensic analyses of criminal evidence, criminal records information, identification services, technological support, enhanced learning opportunities and coordination of criminal information and intelligence.

8 – Corporate Infrastructure/Internal Services: Includes internal services such as: Strategic Direction, Ethics, Legal Services, Human Resources, Corporate Management & Comptrollership and Audit & Evaluation.

These eight major Program Activities are further broken down into 52 Sub-Activities.

For information on the Canada Firearms Centre Program Activity please see Section V.

Summary of Departmental Strategic Outcomes as per PAA			
Strategic Outcome: Quality Federal Policing			
Outcome Statement	**Key Performance Goals**		
Domestic and international policing that ensures the safety and security of Canadians and their institutions, at home and abroad, as well as internationally protected persons and other foreign dignitaries, through intelligence-based prevention, detection, investigations and enforcement of laws against terrorism, organized crime and other criminal activity	• Achieve 100% success in ensuring safety of our protectees and the security of Canadian interests		
Supporting Program Activities (PAA) *	**Planned Spending (millions) ****		
	2008-2009	**2009-2010**	**2010-2011**
1 – Federal and International Operations	$802.6	$824.4	$828.2
2 – Protective Policing Services	$204.3	$190.5	$153.0
Supporting Program Activities (PAA) *	**Planned FTEs**		
	2008-2009	**2009-2010**	**2010-2011**
1 – Federal and International Operations	5,570	5,643	5,774
2 – Protective Policing Services	1,224	1,187	1,188

Note: * Areas primarily responsible for delivery against the Strategic Outcome, as per the PAA.
** Figures reflect allocations as per Program Activity. The figures are taken directly from the Planned Spending contained in the Main Estimates (see Section III – Table 1). Planned Spending for the Corporate Infrastructure Program Activity has been allocated across all Program Activities in accordance with TBS guidelines for the preparation of the Main Estimates.

Summary of Departmental Strategic Outcomes as per PAA			
Strategic Outcome: Quality Contract Policing			
Outcome Statement	**Key Performance Goals**		
Healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigation	• Achieve 80% agreement amongst Canadians that the RCMP plays a valuable role/fulfills its strategic priority of contributing to safe and healthier Aboriginal communities • Achieve 84% agreement amongst Canadians that the RCMP plays a valuable role/fulfills its strategic priority of preventing and reducing youth involvement in crime as victims and offenders		
Supporting Program Activities (PAA) *	**Planned Spending (millions) ****		
	2008-2009	**2009-2010**	**2010-2011**
3 – Community, Contract and Aboriginal Policing	$1,045.2	$998.3	$986.1
Supporting Program Activities (PAA) *	**Planned FTEs**		
	2008-2009	**2009-2010**	**2010-2011**
3 – Community, Contract and Aboriginal Policing	17,902	17,800	17,816

Note: * Areas primarily responsible for delivery against the Strategic Outcome, as per the PAA.
** Figures reflect allocations as per Program Activity. The figures are taken directly from the Planned Spending contained in the Main Estimates (see Section III – Table 1). Planned Spending for the Corporate Infrastructure Program Activity has been allocated across all Program Activities in accordance with TBS guidelines for the preparation of the Main Estimates.

Summary of Departmental Strategic Outcomes as per PAA

Strategic Outcome: Quality Policing Support Services

Outcome Statement	Key Performance Goals
Provision of support to Canadian policing investigations and enforcement organizations through critical intelligence, equipment, tools, systems, technology and education to optimize the delivery of proactive, intelligence-based policing services and programs	• Achieve 75% partner satisfaction with RCMP contributions and collaboration * • Achieve 75% stakeholder satisfaction with the timeliness and quality of RCMP responses ** • Achieve 75% stakeholder satisfaction that the RCMP provides appropriate protocols to ensure an integrated and rapid response in evolving situations • Achieve 75% stakeholder satisfaction on the effectiveness of RCMP technology and investigative techniques • Achieve 75% stakeholder satisfaction on the accuracy and comprehensiveness of RCMP information and intelligence • Achieve 75% stakeholder satisfaction that the RCMP provides valuable support and services to the IM/IT client community • Achieve 75% stakeholder satisfaction that the RCMP is a valued leader in the development of IM/IT solutions for interoperability

Supporting Program Activities (PAA) ***	Planned Spending (millions) ****		
	2008-2009	**2009-2010**	**2010-2011**
4 – Criminal Intelligence	$74.9	$75.0	$77.7
5 – Technical Policing Operations	$216.2	$217.1	$212.3
6 – Policing Support Services	$69.3	$68.8	$69.2
7 – National Police Services	$159.3	$156.8	$149.3

Supporting Program Activities (PAA) ***	Planned FTEs		
	2008-2009	**2009-2010**	**2010-2011**
4 – Criminal Intelligence	631	633	645
5 – Technical Policing Operations	1,515	1,521	1,540
6 – Policing Support Services	414	411	411
7 – National Police Services	1,477	1,406	1,407

Note: * Partners include Canadian chiefs of police and other representatives of these organizations, and representatives from international law enforcement agencies.
** Stakeholders include Government of Canada Assistant Deputy Ministers and their equivalents; regional representatives of government at the federal, provincial, territorial and municipal levels; and non-government organizations whose work is impacted by RCMP activities.
*** Areas primarily responsible for delivery against the Strategic Outcome, as per the PAA.
**** Figures reflect allocations as per Program Activity. The figures are taken directly from the Planned Spending contained in the Main Estimates (see Section III – Table 1). Planned Spending for the Corporate Infrastructure Program Activity has been allocated across all Program Activities in accordance with TBS guidelines for the preparation of the Main Estimates.

Quality Policing Support – The RCMP's National Police Services (NPS) is the largest and often sole provider of essential specialized investigational support services to over 500 law enforcement and criminal justice agencies across Canada. This includes numerous centres of expertise such as: the forensic analysis of criminal evidence, criminal records information, identification services, technological/technical investigations and support, enhanced learning opportunities, and the collection and analysis of criminal information and intelligence.

Effective criminal investigations continually demand new and more complex investigative techniques. Growing expectations from both the law enforcement and public sectors, coupled with increased demands for services, have underscored the increasing requirement for continuous improvement within the RCMP's NPS programs. In 2008/2009, efforts will concentrate on:

- Improving infrastructure capacity within all programs, especially within the information management (IM) / information technology (IT) and human resources areas
- Enhancing criminal intelligence and information sharing
- Addressing the sexual exploitation of children

The following plans and priorities have been established to guide efforts towards the provision of Quality Policing Support Services for the coming year:

Leading-edge policing and security technology – The successful resolution of criminal investigations and eventual prosecution or exoneration of individuals is contingent on the availability and excellence of operational support services provided by National Police Services (NPS). Throughout 2008/2009, NPS will continue to demonstrate leadership in the development and delivery of these essential law enforcement support programs. The National Sex Offender Registry (NSOR) and the Violent Crime Linkage Analysis System (ViCLAS) are examples of leading-edge policing tools in which NPS played a key role in their development and continues to play a role in their maintenance.

Comprehensive, real-time intelligence and threat assessments – Canada's law enforcement community relies on the sharing of criminal intelligence information. NPS recognizes the need to promote a common shared criminal intelligence database for use by the criminal intelligence community. Initiatives which support intelligence-led policing and integrated law enforcement efforts include the Automated Criminal Intelligence Information System (ACIIS) and strategic criminal intelligence assessments and warnings through the National Intelligence Collections Strategy.

Increased efficiency and effectiveness of policing – NPS programs are increasingly required to demonstrate flexibility and innovation in response to shifting government and client priorities. The need to increase the efficiency and effectiveness of policing operations is driven by continuing demands for services as well as the impact of legislative changes. NPS will continue to mitigate this growing demand and increased expectations through programs such as: criminal record, civil and fingerprint services; the National DNA Data Bank (NDDB); the Canadian Integrated Ballistic Identification Network (CIBIN); and the Canadian Firearms Registry On-line (CFRO). The RCMP will also continue to pursue and report on progress relative to the recommendations contained in the *Report of the Auditor General of Canada, Chapter 7 – Management of Forensic Laboratory Services (May 2007)*.

Timely and high quality scientific tools, techniques and information management technology – Efforts will continue to focus on improved response times for forensic analysis and identification to ensure optimal evidentiary support to investigations. In addition, activities will concentrate on the replacement and maintenance of secure systems; the continued support of the National Integrated Interagency Information (N-III) project, which is critical to the ability of law enforcement to share information; and the Canadian Police Information Centre (CPIC).

High quality learning and training opportunities and support – The Canadian Police College (CPC) will continue to support integrated policing through the ongoing development of police leadership and management competencies and the provision of advanced and specialized training to police officers and senior police officials from across Canada and internationally. The Canada Firearms Centre (CAFC) will continue to provide quality training in the area of firearms safety and will also increase the awareness and understanding of the Canadian Firearms Program through specific outreach activities and educational activities across our communities.

Summary of Departmental Strategic Outcomes as per PAA			
Strategic Outcome: Grants and Contributions			
Outcome Statement	**Key Performance Goals**		
Grants and Contributions: Payments applicable to all Activities	• Statutory programs which do not require performance goals		
Supporting Program Activities (PAA) *	**Planned Spending (millions) ******		
	2008-2009	**2009-2010**	**2010-2011**
Pensions Under the *RCMP Pension Continuation Act:* These grant payments are known as Voted Pensions. They compensate survivors of members who were killed in the line of duty in those cases where the member had not purchased a survivor benefit. [This applies to only 4 individuals]	$23.0	$23.0	$23.0
To compensate members of the RCMP for injuries received in the performance of duty: These grant payments are known as *Pension Act* Disability Pensions. Members of the RCMP entitled to benefits under the *RCMP Superannuation Act* are also eligible for benefits under the *Pension Act*, as administered by Veterans Affairs Canada. The *Pension Act* provides for benefits to both active and pensioned Regular and Civilian Members and their survivors who suffer an injury, illness or death which is wholly or partially attributable to, or aggravated by, their service in the RCMP.	$69.3	$75.7	$82.0
Survivor Income Plan: These payments are provided to survivors of RCMP members whose death arose out of, or was directly connected with service. They are designed to maintain the income of the survivors at the same level as was the case when the member was still alive.	$2.2	$2.2	$2.2

Note: * Areas primarily responsible for delivery against the Strategic Outcome, as per the PAA.
** Figures reflect allocations as per Program Activity. The figures are taken directly from the Planned Spending contained in the Main Estimates (see Section III – Table 1). Planned Spending for the Corporate Infrastructure Program Activity has been allocated across all Program Activities in accordance with TBS guidelines for the preparation of the Main Estimates.

Summary of Departmental Strategic Outcomes as per PAA
Strategic Outcome: Minimized Risks to Public Safety from Firearms
Outcome Statement:
Support police and other law enforcement organizations in enhancing public safety through the reduction and prevention of death, injury and threat from firearms by way of responsible ownership, use and storage. Details of the plans and priorities for this strategic outcome can be found in Section V, the Special Chapter on Canada Firearms Centre.

Link Between PAA and RCMP's Strategic Framework (including Performance Management)

The Treasury Board's Management, Resources and Results Structure (MRRS) policy – which includes the requirement for a Program Activity Architecture – came into effect on April 1, 2005. Almost five years earlier, the RCMP had adopted a strategic planning and performance management framework based on the Balanced Scorecard (BSC) methodology, which it adapted to the public sector, in general, and to the RCMP in particular.

The methodology has been refined year over year, such that the RCMP is able to make decisions on strategies, priorities, program design, management, resourcing and performance to better achieve expected results. This planning and performance management regime has received national and international recognition as a best practice. Its feedback loop has contributed to the ongoing review of strategic priorities, which are captured in annually updated strategic frameworks, strategy maps, indicators, initiatives/activities and resource allocations. Alignment now extends to the detachment level, with the implementation of annual unit performance plans during 2006-2007.

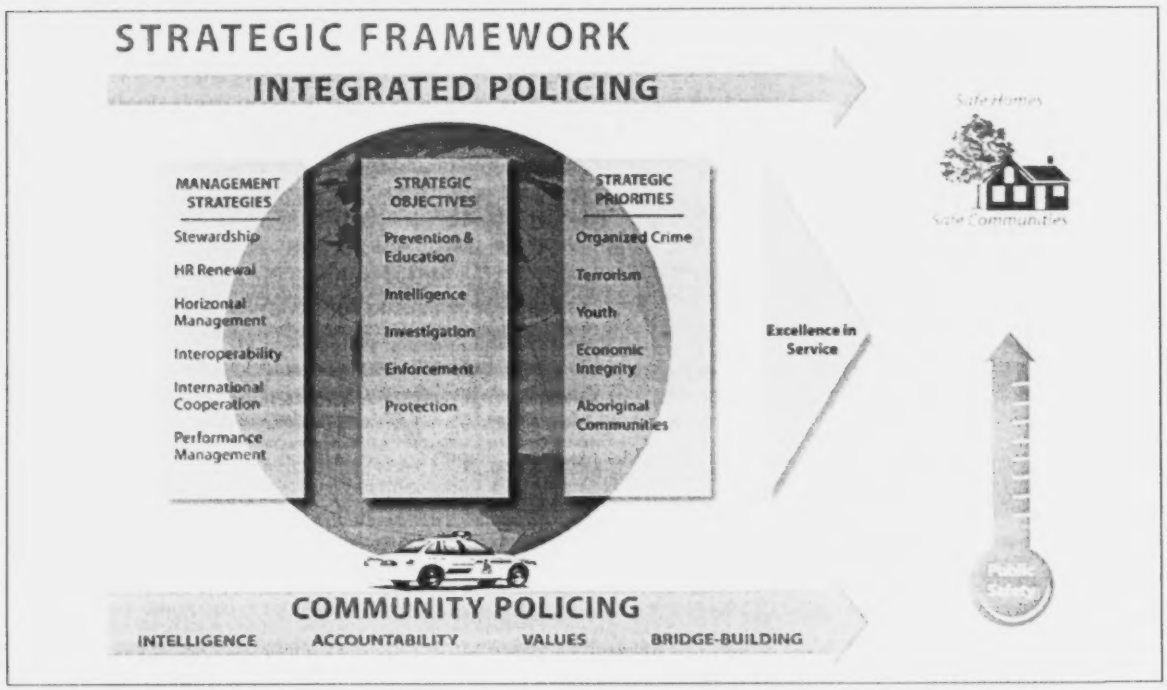
The associated business planning process provides the "meat" for preparation of our annual Report on Plans and Priorities (RPP). The plans and priorities are the subject of dynamic monitoring throughout the year (e.g., using the BSC methodology, senior managers review and report on the progress of their strategies every 90 days). Consequently, corrective action, changes of course, reallocation of resources, dealing with unfunded pressures, and so on, are managed on a timely basis.

However, there remains a gap in relation to the RCMP's RPP/DPR progression to fully MRRS-based documents. Given the success, effectiveness and recognition of the RCMP's planning and performance regime, the requisite harmonization is necessarily progressive in nature in order to retain that which works well. In terms of progress achieved to date, the RCMP developed its PAA shortly after issuance of the MRRS policy; subsequently refreshed it; and significantly updated the PAA measures in the Expenditure Management Information System (EMIS) during the past year.

This has set up a platform from which the respective PAA and BSC reporting requirements can progressively be harmonized in a manner that, on the one hand, preserves the proven effectiveness of the RCMP's planning and performance regime while, on the other hand, meets the MRRS policy requirements. We expect 2008-2009 to be a milestone year in terms of this harmonization process. (It should be noted that this migration may be influenced by any new strategic direction, corporate governance or other guidance emanating from the *Task Force on Governance and Cultural Change in the RCMP).*

RCMP Strategic Framework

The RCMP Strategic Framework guides the work of all employees to achieve our goal of **safe homes and safe communities**. The components of the Framework illustrate the strategic priorities, operating philosophies and core activities that enable us to be successful in meeting this goal.



For more information on the RCMP Strategic Framework, visit: www.rcmp.ca/about/strategic_framework_e.htm

Strategic Priorities

The RCMP's Strategic Priorities are carefully selected after rigorous scanning and analysis of the external environment; the entire Framework – and its Priorities – are reassessed on an annual basis. Each Strategic Priority has its own strategy and BSC which articulates: the desired outcome; the objectives we must achieve in order to reach our desired outcome; the performance indicators that enable us to measure and monitor results; and the identification of specific initiatives/activities/projects that contribute directly to achievement of the objectives.

Each Strategic Priority is championed by a Deputy Commissioner who leads a Strategic Priority Working Group (SPWG) focused on ensuring the success of the strategy. In addition to senior-level cross-functional RCMP representation on each SPWG, there is also external representation from other departments or agencies who share a common interest in the Priority. To date, key partners on the various priorities include representatives from Public Safety Canada, Indian and Northern Affairs Canada, the Correctional Service of Canada, the Public Prosecutions Service of Canada, the Canadian Security Intelligence Service and the National Crime Prevention Centre.

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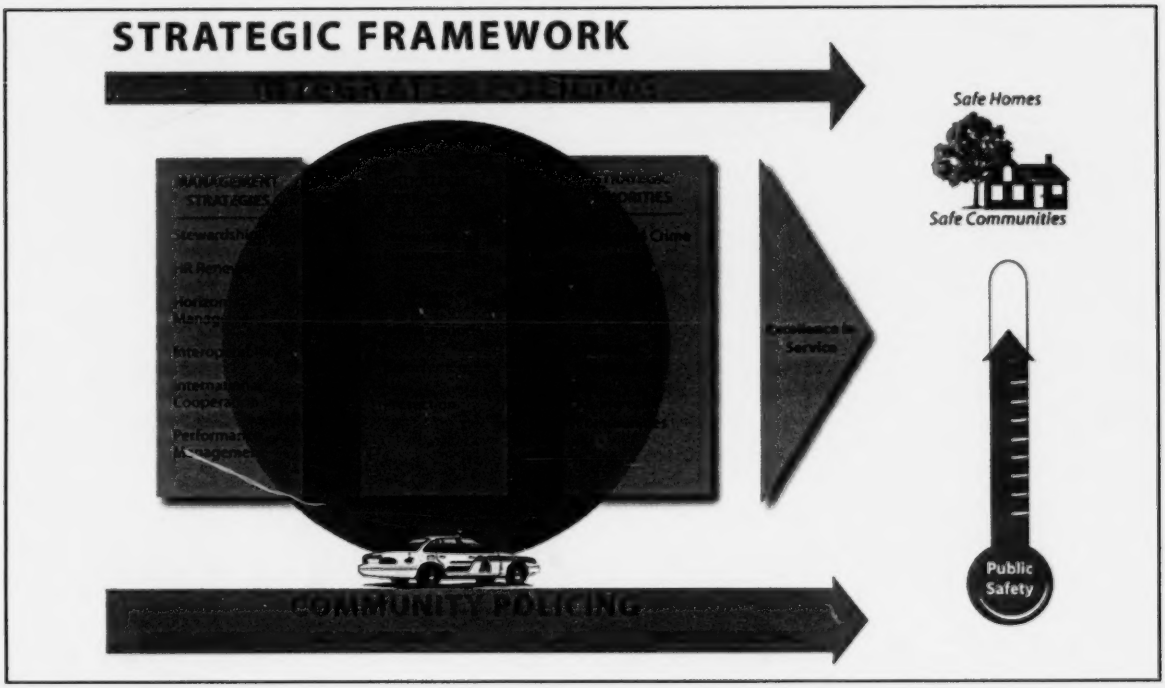

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Our Operating Environment — Context for Planning

RCMP plans and priorities are not developed in isolation. In addition to our environmental scan and a review of results from the previous year, the following elements served as key influences on our strategic planning cycle for the 2008-2009 fiscal year: Budget 2007, Speech from the Throne, External Factors and Major Events. By taking these elements into consideration throughout our planning cycle, we are able to identify Strategic and Management Priorities that focus directly on enhancing public safety, and better assure the effective and efficient operations of our organization.

a) Budget 2007 *

The Government tabled *Budget 2007: A Stronger, Safer, Better Canada* in the House of Commons on March 19, 2007. Chapter 6, entitled *A Safer Canada: Building a Stronger Canada in a Modern World,* introduced new initiatives that directly impact the RCMP:

- A new National Anti-Drug Strategy with $64 million over two years to crack down on gangs, combat illicit drug production such as grow-ops and methamphetamine labs, prevent illicit drug use and treat illicit drug dependency
- An additional $6 million per year to the RCMP to protect children from sexual exploitation and trafficking
- Action to crack down on white collar crime by appointing a senior expert advisor to the RCMP to help develop and guide the implementation of a plan to improve the effectiveness of the Integrated Market Enforcement Teams
- Improved front-end screening of first-time firearms licence applicants, with $14 million over two years

Note: * These additional resource announcements from Budget 2007 are incremental to all planned spending as reflected in the Department Planned Spending and Full Time Equivalent table on page 19.

b) Speech from the Throne

In the October 16, 2007 Speech from the Throne (SFT), the Government committed to continue tackling crime. Many of the themes supporting this commitment directly impact the RCMP:

- Tackling violent crime (Violent Crime bill)
- Measures designed to improve intellectual property rights
- Safer communities strategy to deal with drugs, youth and property crime
- Amendments to the *Youth Criminal Justice Act*
- New laws on property crime, and measures to address elder abuse and identity theft
- Implementing the National Anti-Drug Strategy
- Repeal of the Long Gun Registry
- Resources to recruit 2,500 more officers to police our streets
- Air India Inquiry report
- National Security Statement
- *Anti-Terrorism Act* and security certificates

c) External Factors Affecting our Operating Environment

The following are some of the challenges to law enforcement:

- With a number of diverse terrorist groups known to be operating in Canada, terrorism remains a continued threat to the safety and security of Canadians, as well as on a global scale
- Disease, war and natural disasters continue to be a risk to safety and security for many
- Organized crime groups have become increasingly fluid, and the technological revolution poses new and formidable challenges to law enforcement. The transnational and increasingly diffuse nature of threats has created stronger international connectivity and coordination
- Changing demographics and increasing expectations for service present ongoing human resource challenges. Recruiting must remain a priority for the RCMP as it is committed to fulfilling its policing obligations

- Crime trends include the rising incidence of identity theft, cybercrime, illicit trade in arms, expanding child pornography markets, exploitation of vulnerabilities in information networks and increasingly sophisticated tactics used by the criminally inclined
- Emerging government policies, priorities and legislation, and the growing expectations of both the police and the public for increasingly rigorous processing and analysis of forensic evidence represent additional challenges to provide responsive operational support
- Environmental crime and environmental effects of crime are a growing concern. Several criminal activities have been identified due to environmental repercussions, particularly in the Northern areas where melting ice is opening up passageways and potentially leading to increased traffic

d) Upcoming Major Events

With increased frequency, the RCMP is tasked with supporting Canada's broader international profile as a leader on the world stage. This includes Canada's role as host to other countries in the form of visiting dignitaries and delegations, conferences, meetings and other major public national and international events. Upcoming Major Events that have an impact on our resource utilization for 2008-2009 include:

- 2008 Sommet de la Francophonie in Quebec City, Quebec
- 2010 Olympic and Para-Olympic Games in Vancouver/Whistler, British Columbia
- 2010 North American Leaders Summit
- 2010 G8 Summit

Plans and Priorities

For the 2008-2009 fiscal year, the RCMP has assessed and reconfirmed the following **Strategic Priorities:**

- **Organized Crime:** Reduce the threat and impact of organized crime
- **Terrorism:** Reduce the threat of terrorist criminal activity in Canada and abroad
- **Economic Integrity:** Contribute to Canada's economic integrity through crime reduction
- **Youth:** Reduce youth involvement in crime as victims and offenders
- **Aboriginal Communities:** Contribute to safer and healthier Aboriginal communities

Issues arising from recommendations of the government's *Task Force on Governance and Cultural Change* will greatly impact on the RCMP's **Management Priorities**.

Human Resources Renewal:

Human resources renewal is a significant management priority for the RCMP as it has become increasingly clear that any weaknesses in our Human Resources (HR) management practices can prevent us from fully achieving our goals and can also lead to higher levels of risk and reduced confidence in the organization. Adding to the level of urgency to achieve HR renewal at this critical juncture is the accelerated changes occurring in our workforce, including rapid growth and turnover and the growing complexity of the work performed by our employees. The RCMP is at a crossroads where many aspects of our HR processes need considerable improvement and modernization to ensure they are appropriate, timely and effective in meeting operational needs.

Recruiting continues to be our key HR challenge as we must ensure we meet growing demands for services and additionally respond to higher retirement rates. The RCMP is increasing its marketing activities and substantially improving the efficiency and effectiveness of its application process. Parallel to these efforts, we are also improving programs to train and mentor the growing numbers of new employees, and to ensure effective succession planning to retain corporate knowledge and replace departing employees. Staffing and promotions processes will also be improved to better meet a number of challenges, including the provision of developmental opportunities and facilitation of more timely deployment to all geographic regions the RCMP services.

In addition to ensuring that we acquire the new employees we will need for the future, a new focus for the RCMP will be to ensure effective ongoing management of the workforce in order to achieve high levels of employee satisfaction, retention, engagement and performance – all necessary prerequisites to achieving the RCMP's strategic objectives. This will require addressing a number of weaknesses that have

been identified in the RCMP employee survey, the *Task Force on Governance and Cultural Change in the RCMP* recommendations, and other reviews of HR management and workplace issues. Key areas for attention include: workloads and work/life balance, promotions, leadership, managerial accountability, employee performance management and discipline.

The RCMP is striving to build a better understanding of its workforce needs and changing demographics so that it can more effectively support its employees in ways that recognizes their diversity and their critical contribution to the success of the RCMP. It will also be improving its ability to integrate HR and business planning so that HR service delivery can be more proactive and focused on operational priorities. More information on our Human Resources challenges and how we are addressing them is provided in Section IV on page 89.

Accountability:

Parliament and taxpayers expect government programs and services to be delivered in an ethical, open and accountable manner. As Canada's national police service, we must hold ourselves to an even higher standard; the RCMP must be a model of ethical and responsible management behaviour. As a leader of policing and management excellence, the RCMP must continue to make sound stewardship a part of its culture.

Performance Management:

The 2006 assessment of the RCMP Management Accountability Framework (MAF) by TBS provided a rating of "opportunity for improvement" under the Results and Performance element. Since the assessment, a concerted effort has been made to include performance indicators in the 2008-2009 RPP to show how the key performance goals of the strategic outcomes will be monitored. As mentioned previously, the RCMP will also endeavour to harmonize its Balanced Scorecard approach with the Government-wide Program Activity Architecture so that 2008-2009 will be a milestone year of progress in this regard.

Additional Information on RPP

For more detail on program plans and priorities, please go to our website at:

www.rcmp-grc.gc.ca

For publications referred to in this report, please contact National Communications Services at telephone: (613) 993-1088, or by facsimile: (613) 993-0953.

For general enquiries about the RCMP, please contact: (613) 993-7267 or by e-mail:

www.rcmp-grc.gc.ca/contact/index_e.htm or www.rcmp-grc.gc.ca/contact/index-f.htm.

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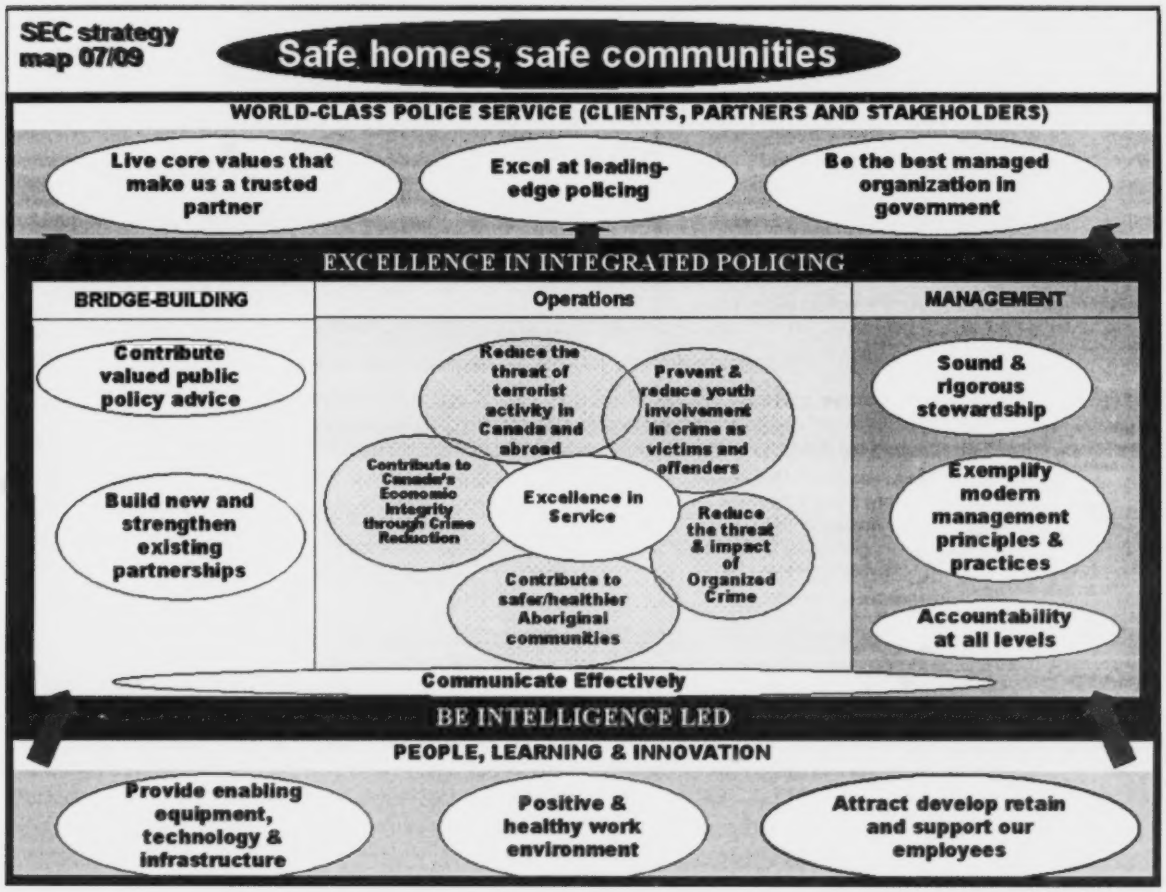
SECTION II: PROGRAM ACTIVITIES BY STRATEGIC OUTCOMES

Summary of Strategic Plans and Priorities

Safe Homes and Safe Communities **remains our overall goal. In presenting our plans and priorities for 2008-2009, we have drawn from both the Strategic Outcomes set out in our Program Activity Architecture** ***(Quality Federal Policing; Quality Contract Policing; Quality Policing Support; Grants & Contributions; and Minimized Risks to Public Safety from Firearms)*** **and from our five Strategic Priorities** ***(Organized Crime; Terrorism; Economic Integrity; Youth; and Aboriginal Communities).***

The following strategy map and summary table (see next page) capture the cross-over between our PAA framework and our Balanced Scorecard approach:


SEC strategy map 07/09
Safe homes, safe communities
WORLD-CLASS POLICE SERVICE (CLIENTS, PARTNERS AND STAKEHOLDERS)
Live core values that make us a trusted partner
Excel at leading-edge policing
Be the best managed organization in government
EXCELLENCE IN INTEGRATED POLICING
BRIDGE-BUILDING
Operations
MANAGEMENT
Contribute valued public policy advice
Build new and strengthen existing partnerships
Reduce the threat of terrorist activity in Canada and abroad
Prevent & reduce youth involvement in crime as victims and offenders
Contribute to Canada's Economic Integrity through Crime Reduction
Excellence in Service
Reduce the threat & impact of Organized Crime
Contribute to safer/healthier Aboriginal communities
Sound & rigorous stewardship
Exemplify modern management principles & practices
Accountability at all levels
Communicate Effectively
BE INTELLIGENCE LED
PEOPLE, LEARNING & INNOVATION
Provide enabling equipment, technology & infrastructure
Positive & healthy work environment
Attract develop retain and support our employees

Summary of Departmental Strategic Goal	
Strategic Goal:	Safe Homes and Safe Communities
Outcome Statement:	To work towards providing safe homes and safe communities by addressing our strategic priorities in an intelligence-led, disciplined, accountable fashion, guided by clear values, in collaboration with others.

Supporting Strategic Priorities:

Organized Crime

Terrorism

Economic Integrity

Youth

Aboriginal Communities

Supporting Strategic Outcomes:

Quality Federal Policing

Quality Contract Policing

Quality Policing Support

Grants and Contributions

Minimized Risks to Public Safety from Firearms

Key Performance Goals:

- Maintain 97% agreement amongst Canadians that the RCMP's contribution to ensuring safe homes and safe communities is important
- Maintain 87% satisfaction amongst Canadians with the RCMP's contribution to ensuring safe homes and safe communities
- Maintain 98% agreement amongst Canadians that the RCMP's services are important for Canada
- Maintain 90% agreement amongst Canadians that the RCMP places emphasis on providing good service
- Maintain 89% agreement amongst Canadians that the RCMP plays a valuable role in reducing the impact of organized crime in Canada
- Maintain 84% agreement amongst Canadians that the RCMP plays a valuable role in reducing the threat of terrorist activity in Canada
- Maintain 80% agreement amongst Canadians that the RCMP plays a valuable role in contributing to safer and healthier Aboriginal communities
- Maintain 84% agreement amongst Canadians that the RCMP plays a valuable role in preventing and reducing youth involvement in crime
- Maintain 86% agreement amongst Canadians that the RCMP plays a valuable role in reducing the impact of economic crime in Canada

Strategic Priority: Organized Crime

Reduce the threat and impact of organized crime

What Makes This A Priority

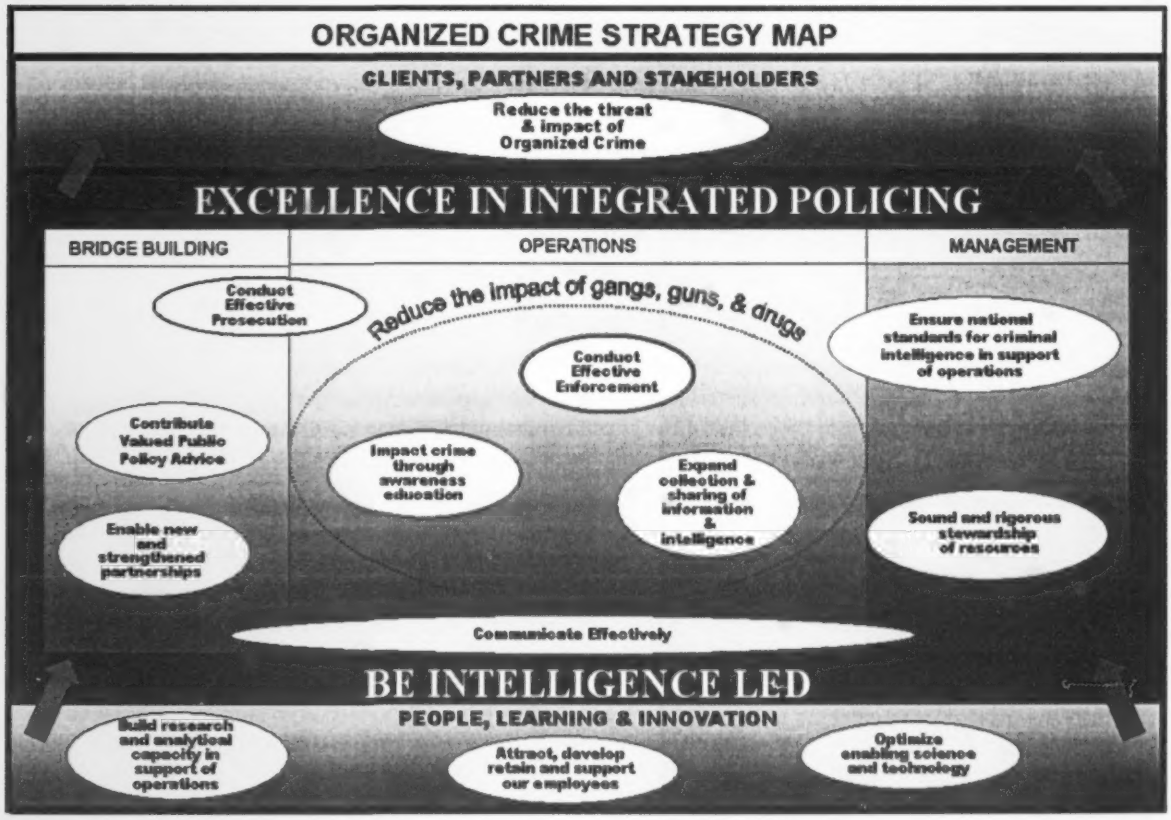
- In 2007, the Canadian criminal intelligence community identified approximately 950 organized crime groups, which were found to operate in all types of communities
- Organized crime is increasingly transnational in nature increasing the need for Canada's police services to address the international connections of crime beyond our national boundaries
- Many groups are involved in a variety of criminal activities, for example, there are approximately 105 various organized crime groups currently known to be involved in the illicit tobacco trade; 69% are also involved in drug trafficking, mainly in marihuana and cocaine, and/or weapons trafficking
- Available data suggests current annual global revenues from illicit criminal activities include:
  - $100 to 300B from drug trafficking
  - $10 to 12B toxic and other hazardous waste dumping
  - $9B from automobile theft in the US and Europe
  - $7B from human smuggling
  - Global trade in pirated goods are estimated at US$450B
  - $40 to $50B annually due to the illicit tobacco trade
- Marine ports are the primary point of entry for the smuggling of illicit drugs, tobacco, alcohol and firearms
- In 2006, the RCMP seized some 500,000 cartons of contraband cigarettes, which is a 16-fold increase from 2001, with 22% of smokers nationally consuming illegal tobacco products
- Estimated revenue loss to federal and provincial governments from contraband tobacco is worth 100s of millions of dollars
- In Canada alone, the International Monetary Fund estimated that between $22 and $55 billion is laundered annually
- Drug trafficking continues to be the principal source of revenue for most organized crime groups. In 2007, approximately 80% of all crime groups in Canada were involved in the illicit drug market. Some of the profit derived from drug sales may eventually find its way to terrorist and other insurgent groups who are also involved directly/indirectly in the drug trade
- The detrimental consequences of drug abuse include physical, emotional, economic and social harm to both individual Canadians and Canadian society
- The ripple effects of organized crime: drug abuse costs OECD countries more than $120B per year in enforcement, prosecutions, prisons, prevention, treatment, health care and financial losses
- 800,000 to 4,000,000 people are trafficked across international borders
- Organized crime is heavily involved in small arms trade and there is an increasing risk that they will traffic in Chemical, Biological, Radiological and Nuclear weapons
- There are 600 million small arms and light weapons in circulation worldwide
- The Canadian Government announced that it will implement a new National Anti-Drug Strategy that will give law enforcement agencies new powers to take on those who produce and distribute drugs in Canada

(Sources: RCMP Environmental Scan 2004; CISC 2004 Annual Report on Organized Crime in Canada; CISC 2005 Annual Report on Organized Crime in Canada; CISC 2007 Annual Report on Organized Crime in Canada; RCMP policy centres; October 2007 Speech from the Throne; Framework Convention on Tobacco Control (FCTC); 2006 provincial threat assessments (TAs), and July 2007EKOs Research survey)

Overview

Organized crime poses a serious long-term threat to Canada's institutions, society, economy and to our quality of life. The vast majority of organized crime groups use or exploit the legitimate economy to some degree by insulating their activities, laundering proceeds of crime, and committing financial crimes via a legitimate front. It exploits opportunities around the globe and creates a sophisticated transnational network to facilitate criminal activities and challenge law enforcement efforts. Domestic policing efforts increasingly require the development of strategies and programs that address the international components of organized crime. The RCMP organized crime strategic priority focuses on "Reducing the threat and impact of organized crime". In countering the growth of organized crime groups and dismantling their structures and sub-groups, a critical component is the improved coordination, sharing and use of criminal intelligence. This intelligence is used in support of integrated policing, law enforcement plans and strategies, as well as initiatives designed to communicate the impact and scope of organized crime.

Utilizing the intelligence base established by the RCMP, operations will provide leadership in developing and implementing intelligence-led tactical operational plans in partnership with other police and law enforcement agencies. These plans will help meet the strategic outcome of reducing the threat and impact of organized crime. In addition, the RCMP is embarking on an aggressive program of proactively seeking out actionable intelligence in direct support of enforcement actions. The RCMP is deploying "Probe Teams" alongside existing enforcement resources, which will increase successful operations because of their ability to identify organized crime vulnerabilities and enforcement opportunities to be used by enforcement units when conducting criminal investigations and prosecutions. This initiative will give practical structure to the term "intelligence-led policing" and has demonstrated success against organized crime in trials thus far.


ORGANIZED CRIME STRATEGY MAP
CLIENTS, PARTNERS AND STAKEHOLDERS
Reduce the threat & impact of Organized Crime
EXCELLENCE IN INTEGRATED POLICING
BRIDGE BUILDING
OPERATIONS
MANAGEMENT
Conduct Effective Prosecution
Reduce the impact of gangs, guns, & drugs
Ensure national standards for criminal intelligence in support of operations
Conduct Effective Enforcement
Contribute Valued Public Policy Advice
Impact crime through awareness education
Expand collection & sharing of information & intelligence
Enable new and strengthened partnerships
Sound and rigorous stewardship of resources
Communicate Effectively
BE INTELLIGENCE LED
PEOPLE, LEARNING & INNOVATION
Build research and analytical capacity in support of operations
Attract, develop retain and support our employees
Optimize enabling science and technology

Plans and Priorities

The following plans and priorities have been established to guide the RCMP's efforts towards reducing the threat and impact of organized crime in Canada.

The key plans and priorities for the coming year are to:

- Reduce the supply of and demand for illicit drugs in Canada
- Conduct effective investigations to enhance our capability and capacity to effectively conduct organized crime investigations
- Impact crime through awareness and education
- Be intelligence-led in order to establish effective intelligence-based priority setting and decision making capabilities
- Expand the collection and sharing of information and intelligence to: facilitate greater contribution; develop new sources of information; collect data on new and emerging subject areas; and exchange ballistics information on firearms between Canada and the United States
- Build new and strengthen existing partnerships, both within Canada and internationally
- Contribute to public policy at the earliest stage of development
- Support Canadian law enforcement agencies and the courts in the fight against organized crime by providing the most timely criminal history information while respecting privacy and legal considerations
- Support Canadian law enforcement agencies with organized crime investigations by providing state-of-the-art technological tools, procedures, and continued research and development (R&D) to enable effective lawful interception of communications as well as electronic and physical surveillance
- Contribute to the fight against organized crime by offering advanced courses, specialized seminars and other learning opportunities to the RCMP, Canadian and international police and partner agencies
- Conduct applied and theoretical research; contribute to environmental analyses; provide policy analysis, development and advice; and conduct program design, policy and program monitoring and evaluation
- Strengthen Canada's criminal intelligence community by supporting Criminal Intelligence Service Canada's Automated Criminal Intelligence Information System (ACIIS), the database for sharing criminal intelligence on organized and other serious crime affecting Canada
- Support Canada's law enforcement community by participating in Criminal Intelligence Service Canada's Integrated National Collection Plan and contributing to the production of the *National Threat Assessment on Organized and Other Serious Crime* affecting Canada
- Reduce nationally the availability of and decrease the demand for contraband tobacco as detailed in the RCMP's National Contraband Tobacco Enforcement Strategy
- Conduct, in cooperation with partners, an all-hazards threat and risk assessment

Strategic Priority: Organized Crime – Ongoing

Strategic Objectives: *

1) Attract, develop, retain and support our employees
2) Communicate effectively
3) Ensure sound and rigorous stewardship of resources
4) Be intelligence led
5) Expand collection and sharing of information and intelligence
6) Build new and strengthen existing partnerships
7) Contribute valued public policy advice
8) Ensure data quality and integrity
9) Improve planning and performance management
10) Conduct effective investigations
11) Impact crime through awareness and education
12) Build research, policy analytical and operational capacity
13) Optimize enabling science and technology

Key Performance Goals:

- Increase by 10% the percentage of stakeholders and partners who agree that the RCMP effectively communicates what it is doing and why it is doing it (supports Objectives 2, 5 and 6)
- Maintain agreement amongst stakeholders (91%) and partners (86%) that the RCMP is a valuable partner in reducing the threat and impact of organized crime (supports Objectives 3, 6 and 10)
- Increase by 10% the percentage of stakeholders who agree that the RCMP provides accurate and complete information about its programs and services (supports Objectives 2, 5 and 11)
- Achieve 85% agreement amongst stakeholders and partners that the RCMP is a valuable partner in reducing the threat and impact of organized crime (supports Objectives 3, 6, 9 and 10)
- Triple the number of external partners participating on the Strategic Priority Working Group (supports Objectives 3, 4, 5 and 6)
- Achieve 85% agreement amongst stakeholders that the RCMP provides valuable input into the development of public policy on organized crime (supports Objectives 2, 5 and 7)
- The number of established Provincial steering committees to operationalize the Integrated Provincial Threat Assessments (supports Objectives 3, 4, 5, 6, 11 and 12)
- Increase the number of Divisions in which the Probe Team concept has been integrated (supports Objectives 3, 4, 5 and 12)
- The percentage of clients, partners and stakeholders satisfied that the RCMP is a valuable partner in preventing and reducing crime (supports Objectives 1, 3, 6, 9 and 10)
- Enhance the use of ACIIS within the criminal intelligence program (supports Objectives 2, 4, 5, 8, 11 and 13)

Note: * The numbering does not denote the level of importance placed on each objective.

Strategic Priority: Organized Crime – Ongoing			
Supporting Program Activities (PAA) *	**Planned Spending (millions) ****		
	2008-2009	**2009-2010**	**2010-2011**
1 – Federal and International Operations	$802.6	$824.4	$828.2
3 – Community, Contract and Aboriginal Policing	$1,045.2	$998.3	$986.1
4 – Criminal Intelligence Operations	$74.9	$75.0	$77.7
5 – Technical Policing Operations	$216.2	$217.1	$212.3
7 – National Police Services	$159.3	$156.8	$149.3
Supporting Program Activities (PAA) *	**Planned FTEs**		
	2008-2009	**2009-2010**	**2010-2011**
1 – Federal and International Operations	5,570	5,643	5,774
3 – Community, Contract and Aboriginal Policing	17,902	17,800	17,816
4 – Criminal Intelligence Operations	631	633	645
5 – Technical Policing Operations	1,515	1,521	1,540
7 – National Police Services	1,477	1,406	1,407

Note: * Areas primarily responsible for delivery against the Strategic Priority, as per the PAA. Descriptions of the Program Activities can be found in Section I.
** Figures reflect allocations as per Program Activity, not Strategic Priority. The figures are taken directly from the Planned Spending contained in the Main Estimates (see Section III – Table 1). Planned Spending for the Corporate Infrastructure Program Activity has been allocated across all Program Activities in accordance with TBS guidelines for the preparation of the Main Estimates.

The Organized Crime Program Activities are supported by the following Sub-Activities:

PAA Sub-Activities

1.1 Financial Crime – Contributes to the security of the Canadian economy and seeks to protect Canadians and their governments from financial crimes perpetrated by organized crime and others. Activities such as Commercial Crime, Proceeds of Crime, Money Laundering and Integrated Market Enforcement are good examples of how the RCMP is focused on addressing organized crime involvement in financial crime. Program performance will be monitored by the following key indicators:

- The RCMP Core Surveys of Canadians and of policing partners:
  - Percentage of participants who are of the view that the RCMP plays a valuable role in reducing the impact of economic crime (such as credit cards, counterfeit or identity theft)
  - Percentage of participants who are of the view that the RCMP is a valuable partner in reducing the impact of economic crime by promoting awareness and education

1.2 Drugs and Organized Crime – Focuses on combating organized crime including drug-related social and economic harm to Canadians; contributes to the reduction in supply of, and demand for illicit drugs through disruption of criminal organizations responsible for importation, production and supply of illicit drugs in Canada; disrupts supply routes and prevents illicit drug production and distribution; reduces demand for drugs and drug abuse through prevention, public education and support of alternative forms of justice. Activities such as Organized Crime strategy, Source Witness Protection, Integrated Organized Crime Investigation Units, Drug Awareness, and Drug Enforcement are good examples. Program performance will be monitored by the following key indicators:

- The Disruption Attributes Tool (DAT) is a new tool to identify the impact of the RCMP's efforts to disrupt organized crime groups in our communities. The DAT enables us to measure the effectiveness of the disruptions, relative to each organized crime group, based on three attributes of organized crime groups. These three attributes – Core Business, Financial and Personnel – are each given a status of High, Medium, Low, Nil, N/A (not applicable), or Unknown based on the level of disruption
- The RCMP Core Surveys of Canadians and of policing partners:
  - Percentage of participants who are of the view that the RCMP plays a valuable role in reducing organized crime
  - Percentage of participants who are of the view that the RCMP plays a valuable role in reducing the threat and impact of organized crime
  - Percentage of participants who are of the view that the RCMP provides valuable input in to the development of public policy pertaining to organized crime
  - Percentage of participants who are of the view that the RCMP shares its research related to organized crime with "my" organization

1.3 Border Integrity – In partnership with international and domestic government agencies and stakeholders, as well as the community at large, the RCMP contributes to the national security of Canada by protecting Canadians and their institutions from terrorism, organized crime and other border-related criminal activity. In addition to utilizing a multi-layered enforcement model which considers domestic and international threats to the security of Canadians and our borders, education and prevention initiatives are also undertaken to proactively mitigate these threats. Activities such as Federal Enforcement, Immigration and Passport, Customs and Excise, Integrated Border Enforcement, Marine Security, and Airport/Coastal Watch are good examples. For instance, an illegal tobacco manufacturing and distributing operation evading all federal and provincial duties and taxes can sell their product for as little as $6 for 200 cigarettes (i.e., equal to one carton), while legitimate tobacco products are sold for $75-90 per carton. While extremely difficult to methodically estimate, losses to the federal and provincial governments could be in the order of $100s of millions annually as a result of the contraband tobacco market. Program performance will be monitored by the following key indicators:

- The RCMP Core Surveys of Canadians and of policing partners:
  - Percentage of participants who are of the view that the RCMP is a valuable partner in protecting Canada's border

- Percentage of participants who are of the view that the RCMP is a valuable partner in protecting Canada's sovereignty

1.4 International Policing – Enhances international cooperation at strategic and tactical levels between the RCMP and foreign police and law enforcement agencies to prevent or reduce the impact of internationally influenced organized crime on Canada. Program performance will be monitored by the following key indicators:

- The RCMP Core Surveys of policing partners and stakeholders:
  - Percentage of participants who are of the view that the RCMP makes a valued contribution to the development of public policy with respect to international issues
  - Percentage of participants who are knowledgeable about the scope of the RCMP's international policing services
  - Percentage of participants who are of the view that FIO personnel provide timely response to international requests
  - Percentage of participants who are of the view that the RCMP provides effective support of international operations

3.1 Provincial/Territorial Policing – Provides policing services to eight provinces and three territories through cost-shared police service agreements. Program performance will be monitored by the building and maintenance of an effective Records Management System to ensure the timely sharing of criminal intelligence. Another performance measure will be the monitoring of Crime Prevention & Awareness presentations in regards to organized crime through the creation of awareness tools that are culturally competent and age specific

3.2 Municipal Policing – Provides policing services to diverse municipalities in seven provinces through cost-shared police service agreements. Program performance will be monitored again by the building and maintenance of an effective Records Management System to ensure the timely sharing of criminal intelligence. Another performance measure will be the monitoring of Crime Prevention & Awareness presentations in regards to organized crime through the creation of awareness tool(s) that are culturally competent and age specific

4.1 Organized Criminal Intelligence – Responsible for assessment, monitoring and coordination of all organized crime or other serious criminal activity

5.1 Air Services – Provides a safe, effective and cost efficient air service to the RCMP in support of its mandate to maintain peace and security for the nation by applying the highest principles of aviation safety, providing a professional and well-trained group of pilots and technicians, and ensuring the cost-effective use of available resources. Program performance will be monitored by the following key indicators:

- Education provided to and/or undertaken by employees (e.g, aviation regulatory violations, certification to Transport Canada standards, annual currency training and bi-annual check rides)
- Tracking of rotor wing hours dedicated to organized crime investigations
- Progress on the implementation of a new Flight Data Management System

5.3 Protective Technology – Researches, develops, designs, evaluates, provides and implements electronic and mechanical physical security systems required to protect IPPs, VIPs and RCMP personnel and assets at permanent locations and temporary operational sites: to serve as the RCMP's national policy centre on electronic and mechanical security by providing expertise, and by originating standards and best practices for the Protective Technical Services Branch (PTSB) and the Protective Technical Services Section (PTSS) and field sections; to provide security consultations of federal and VIP sites; to develop and conduct the armoured vehicle program; and to support the RCMP's role of lead agency in security matters. Key performance indicators include:

- New access control/intrusion detection hardware deployed to existing security infrastructure
- Technical specifications developed for perimeter intrusion detection for the 2010 Olympics
- The number of armoured vehicles produced
- The number of hours in support of mechanical security systems for RCMP/VIP facilities
- The number of sites protected and maintained with video surveillance

5.4 Technical Investigation – Provides capacity and support for criminal investigations related to organized crime with state-of-the-art technological tools and procedures to operational sections in the RCMP and other law enforcement agencies, including covert electronic surveillance and interception of communications technologies, covert physical surveillance technologies, covert intrusion capacity, and effective lawful access provisions. Program performance will be monitored by the following key indicator:

- The number of hours provided in specialized technical investigative services, such as lawful/ covert technologies, as well as R&D projects

5.6 Technological Crime – Investigates pure computer crimes such as unauthorized access and mischief to data which have been identified as areas of operation for organized criminal activity. Acts as a policy centre for the provision of computer search, seizure and forensic analytical support to RCMP personnel. This includes the activities of:

- Technological Crime Technical Investigative Services which conducts search, seizure and analysis of electronic evidence in support of criminal investigations
- Technological Crime Investigative Services which investigates pure computer crimes such as unauthorized access and mischief to data, and which conducts open source data mining in support of these investigations

Program performance will be monitored by the following key indicators:

- The number of hours provided in specialized investigative services such as the search, seizure and analysis of electronic evidence on behalf of other investigational areas
- The number of hours spent in the investigation of pure computer crime

5.7 Departmental Security – Establishes and directs a security program that ensures coordination of all policy functions and implementation of policy requirements as outlined under the Government Security Policy. These functions include general administration, access limitations, security screening, physical security, protection of employees, information technology security, security in emergency and increased threat situations, security in contracting and security incident investigations

Key performance indicators include:

- The number of hours provided in security-related functions
- The number of security breaches reported
- The number of RCMP Reliability Status denied, suspended, revoked

7.1 Forensic Laboratory Services – Conducts scientific analysis of evidence from crime scenes, presents forensic evidence in courts, and researches and develops new and advanced forensic methodology and techniques. Examples of activities linked to reducing the threat and impact of organized crime include: playing a leadership role in the National Anti-Counterfeiting Bureau (NACB), which focuses on strategies to develop partnerships with key agencies involved in the security, production and distribution of currency and identity documents; and the Canadian Integrated Ballistic Information Network (CIBIN), which provides a link with the United States government and police agencies in an effort to reduce opportunities for cross-border crime and distribution of firearms. Program performance will be monitored by the following key indicators:

- The number of new services delivered by March 31, 2009 as proposed in the NACB Business Plan
- The number of activities completed in order to allow for the electronic exchange of CIBIN data by March 31, 2009

7.2 Information and Identification Services – Contributes, through a national information exchange system with Canadian and international law enforcement agencies, on matters such as criminal records and fingerprints. This includes the National Weapons Enforcement Support Team (NWEST), which supports frontline police agencies throughout Canada and internationally in gathering evidence to assist the agencies in successfully prosecuting persons involved in the illegal movement and criminal use of firearms. Program performance will be monitored by the following key indicator:

- Increasing the number of Tactical Analysis Units, which provide assistance to police agencies nationally in providing tactical intelligence, resulting in the investigation of criminal groups involved in firearms-related offences

7.3 Canadian Police College – Provides advanced and specialized training in police management and the investigation of organized crime to police services. Program performance will be monitored by the following key indicators:

- The number of courses provided, reviewed or updated
- The level of client satisfaction based on survey results

7.5 Criminal Intelligence Service Canada – Unites Canada's criminal intelligence community to assess the threat of organized and other serious crime; provides assessments of the capabilities, intentions and limitations of individual criminals and criminal organizations; and focuses on their vulnerabilities in order for law enforcement to penetrate and neutralize organized crime at the earliest stages possible. Program performance will be monitored by the following key indicators:

- The percentage increase in the number of operational transactions on ACIIS
- The percentage of improvement in the collective knowledge of criminal markets as identified through the National Threat Assessment (NTA) and the National Criminal Intelligence Requirements (NCIR) process
- The number of Intelligence Assessments produced and shared

Key Partners

Public Safety Canada (PSC); Department of Justice (DOJ); Transport Canada (TC); Canada Border Services Agency (CBSA); Canada Revenue Agency (CRA); Canadian Air Transport Security Authority (CATSA); Department of Finance Canada; Health Canada; Bank of Canada; Industry Canada (IC); Canadian Heritage; Correctional Service of Canada (CSC); Citizenship and Immigration Canada (CIC); Department of Foreign Affairs and International Trade Canada (DFAIT); Department of National Defence (DND); Organization of American States (OAS); Passport Canada; Inter-American Drug Abuse Control Commission (CICAD); First Nations Communities; United Nations Civilian Police (CIVPOL); United States Immigration and Naturalization Services (INS); Financial Transaction and Report Analysis Centre of Canada (FINTRAC); Forensic Accounting Management Directorate (FAMD); Seized Property Management Directorate (SPMD); Canadian Security Intelligence Service (CSIS); law enforcement agencies from Australia, New Zealand, United Kingdom and the United States of America; private industry (e.g., Canadian Bankers Association; international airlines); Canadian Association of Chiefs of Police (CACP) – Organized Crime Committee; International Association of Chiefs of Police (IACP); Canadian and foreign law enforcement agencies; and municipal, provincial and territorial agencies responsible for health, education and corrections

Strategic Priority: Terrorism

Reduce the threat of terrorist activity in Canada and abroad

What Makes This A Priority

- Threat of terrorism is still prominent – Voice of the People Gallup poll
- As many as 50 terrorist organizations are present in some capacity in Canada, involved in a range of activities that include fundraising (with money sent abroad to finance terrorist efforts), weapons procurement, and human and commodity trafficking
- Threat of terrorism involves actions waged by state and non-state actors who take lives, wreak havoc on economic infrastructures and create an environment of public fear. These actions include suicide bombings, Weapons Proliferation and Weapons of Mass Destruction (WMD), and Chemical, Biological, Radiological and Nuclear threats
- Threats that cross borders and threaten the integrity of nations and/or health of Canadians remain the key security challenges – transnational character to many threats; threats increasingly generated from diffuse sources; difficult to define; increasingly international in composition
- National Security Criminal Investigations is aware of the radicalization phenomenon which often involves children and youth of immigrants, as well as religious coverts who become radicalized and then cross into terrorist criminal activities
- Work to disrupt terrorist groups is progressing, but networks are still active. Experts estimate that there are 30-40 terrorist groups worldwide affiliated with al-Qaeda, with presence in 60 countries; there are approximately 18,000 "graduates" from training camps that are still operational
- CSIS has concluded that a terrorist attack on Canadian soil is "now probable" and, if successful, would have serious economic, social and political consequences
- Economic impacts would be significant given that:
  - Approximately 85% of Canada's trade is with the United States; more than 300,000 people cross the border every day
  - 3,700 large cargo and passenger ships dock in Canadian ports and nearly 3.5M containers pass through ports annually; many Canadian ports receive some form of international shipping that are all potentially vulnerable

(Sources: Canada's Performance, 2004; October 2004 and October 2007 Speeches from the Throne; RCMP policy centres; Voice of the People international poll; and RCMP Environmental Scan 2007)

Overview

National security is an essential requirement in any democracy. It provides for the well-being of Canadians, enabling people to engage fully in work, family life, religious observance and leisure without the constraints of fear and intimidation. Terrorism substantially weakens this foundation. Current domestic threats come largely from small groups of ideologically motivated terrorists, often identifying or loosely affiliated with internationally organized terrorist groups like al-Qaeda.

Terrorists are increasingly making use of information technologies, including the Internet, for propaganda, recruiting, financing, training, intelligence collection, operational planning, education and communication. Terrorists no longer need to meet physically; instead they anonymously recruit supporters and plan attacks through online meetings in Internet chat rooms. This is, in turn, a key vulnerability. Electronic communication and the use of the Internet is an essential feature of investigating threats to national security. Because of this, the law enforcement community, led by the RCMP, must work together to stay current on leading-edge technology.

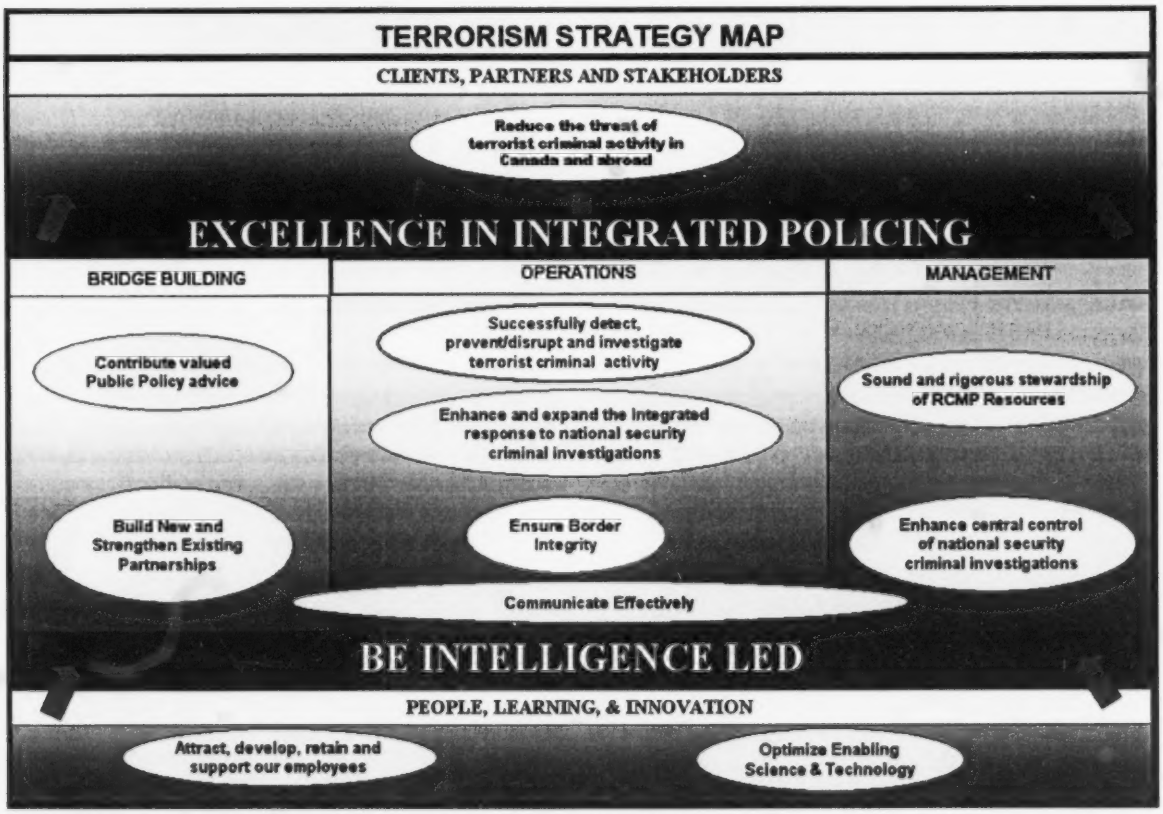
Strategic Plans and Priorities

The global nature of terrorism means that national security-related criminal investigations are almost always international in scope. The RCMP, primarily the National Security Criminal Investigations (NSCI) directorate at National Headquarters, collaborates internationally with partners on major terrorist criminal investigations based on the principle of central control.

The Canadian Association of the Chiefs of Police (CACP) adopted the Common Framework on National Security as a foundational document to guide Canadian Law Enforcement's fight against Terrorism. The RCMP also launched the new National Security Criminal Investigations Governance Framework for Increased Effectiveness and the new policy on national security criminal investigations in 2007. These documents provide all RCMP members with a clear and concise framework governing National Security (NS) criminal investigations, including how NS criminal investigations will be centrally controlled and monitored at National Headquarters.

The RCMP continues to work towards implementing every recommendation from Justice O'Connor's Part I report. These include: stronger central control and oversight of national security criminal investigations; better training that more accurately reflects the current threat environment; improved outreach to communities; and clearer protocols on information sharing.

The RCMP continues to focus its activities based on intelligence-led and integrated approaches. Our participation in Canada-US and domestic interdepartmental national security committees and working groups aimed at the enhancement of transport security, border integrity, intelligence and information sharing are examples of this approach. Internationally, the seeking of best practices and enhanced information sharing has been pursued through our active participation in the G8 Roma-Lyon Anti-Crime and Terrorism (ACT) Group.


TERRORISM STRATEGY MAP
CLIENTS, PARTNERS AND STAKEHOLDERS
Reduce the threat of terrorist criminal activity in Canada and abroad
EXCELLENCE IN INTEGRATED POLICING
BRIDGE BUILDING
OPERATIONS
MANAGEMENT
Contribute valued Public Policy advice
Successfully detect, prevent/disrupt and investigate terrorist criminal activity
Sound and rigorous stewardship of RCMP Resources
Enhance and expand the integrated response to national security criminal investigations
Build New and Strengthen Existing Partnerships
Ensure Border Integrity
Enhance central control of national security criminal investigations
Communicate Effectively
BE INTELLIGENCE LED
PEOPLE, LEARNING, & INNOVATION
Attract, develop, retain and support our employees
Optimize Enabling Science & Technology

Plans and Priorities

The following plans and priorities have been established to guide the RCMP's efforts towards reducing the threat of terrorist activity by preventing terrorist groups from operating in Canada and abroad. The key plans and priorities for the coming year are to:

- Contribute collectively to national security by protecting Canadians from terrorism, organized crime and other border-related criminality, while allowing for the secure and effective international movement of people and goods
- Ensure border integrity by working with partners to create "smart borders" in order to prevent entry of those who pose a terrorist threat
- Continuously improve cutting edge border enforcement technology
- Implement national program activity in order to successfully detect, prevent/disrupt and investigate terrorist activity
- Provide state-of-the-art technological tools, procedures and associated research and development (R&D) to enable effective lawful interception of communications as well as electronic and physical surveillance in complex major investigations
- Expand the collection and sharing of information and criminal intelligence with internal and external audiences
- Produce robust criminal intelligence in order to provide a real-time, comprehensive map of terrorism in Canada
- Build new and strengthen existing partnerships, nationally and internationally
- Contribute to public policy – enhance RCMP participation in public policy at earliest stage of development
- Increase the RCMP's involvement in multilateral counter-proliferation initiatives such as the Missile Technology Control Regime (MTCR) and Proliferation Security Initiative (PSI)
- Continue to centrally control national security criminal investigations; share relevant information internally and appropriately; assist in discerning trends; facilitate the briefing of the Minister of Public Safety; ensure persons involved in national security criminal investigations adhere to the RCMP's mandate; follow Ministerial Directives and policy; and continue to respect individual liberties
- Improve national security training to ensure compliance with the investigative standards model (Major Case Management) for the national security program, as well as achieve the recommendations of Justice O'Connor's Part I report, and meet the needs of our employees and the RCMP
- Continue to implement and enhance the National Security Outreach Program and enhance divisional relationships with the Cross-Cultural Roundtable on Security
- Support National Security Criminal Investigations through effective Incident Director training, Incident Command System training, and support at the National Operations Centre
- Conduct, in cooperation with partners, an all-hazards threat and risk assessment
- Continue to develop and validate risk-based emergency management plans at all levels of the organization
- Continue to lead specialized investigations in relation to Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) events
- Provide ongoing training to first responders in relation to CBRNE across all municipal, provincial and federal agencies
- Participate with partner government departments in the organization of major counter-terrorism (CBRNE) exercises
- Develop academic partnerships for post-secondary training and recruitment programs in emergency management
- Complete a functional review of the National Operations Centre, in advance of the planned move to 3000 Merivale Road, to ensure a modern facility for centralized communication/coordination during critical incident management
- Continue to develop/refine the RCMP exercise program as resources permit; participate in PSC-led national exercises; assist the Integrated Security Unit (ISU) in developing an exercise program in preparation for the 2010 Olympics; develop a lessons learned capacity; exercise RCMP emergency management plans across the organization as resources permit

Strategic Priority: Terrorism – Ongoing

Strategic Objectives: *

1) Communicate effectively
2) Ensure sound and rigorous stewardship of RCMP resources
3) Enhance and expand the integrated response to national security criminal investigations
4) Ensure border integrity
5) Successfully detect, prevent/disrupt and investigate terrorist criminal activity
6) Build new and strengthen existing partnerships
7) Contribute valued public policy advice
8) Enhance centrally controlled national security criminal investigations
9) Attract, develop, retain and support our employees
10) Optimize enabling science and technology
11) Integrate Community Outreach

Key Performance Goals:

- Successfully disrupt the planned number of significant terrorist targets in 2008-2009 (supports Objectives 1, 4 and 5)
- Increase by 10% the percentage of stakeholders who agree the RCMP effectively communicates what it is doing and why it is doing it (supports Objective 1)
- Increase the number of new partner groups or agencies with whom information is shared by 5 (supports Objectives 1, 3 and 6)
- Increase the number of new or expanded information sources/techniques that advance specific National Security initiatives by 10 (supports Objectives 1, 2, 6, 8 and 10)
- Achieve 100% successful completion of projects/ investigations related to key terrorist targets (supports Objective 2 and 5)
- Increase the percentage of stakeholders who agree the RCMP is a valuable partner in reducing the threat and impact of terrorism to 84% (supports Objectives 3, 6 and 9)
- Increase the percentage of stakeholders who agree that the RCMP provides valuable input into the development of public policy pertaining to terrorism to 80% (supports Objectives 1, 6 and 7)
- Achieve 100% compliance for investigations which are centrally coordinated in accordance with the National Security Policy (supports Objectives 1, 3, 6 and 8)
- Development of culturally competent awareness/ intervention material (supports Objectives 1, 9 and 11)

Note: * The numbering does not denote the level of importance placed on each objective.

Strategic Priority: Terrorism – Ongoing			
Supporting Program Activities (PAA) *	**Planned Spending (millions) ****		
	2008-2009	**2009-2010**	**2010-2011**
1 – Federal and International Operations	$802.6	$824.4	$828.2
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6 – Policing Support Services	$69.3	$68.8	$69.2
7 – National Police Services	$159.3	$156.8	$149.3
Supporting Program Activities (PAA) *	**Planned FTEs**		
	2008-2009	**2009-2010**	**2010-2011**
1 – Federal and International Operations	5,570	5,643	5,774
2 – Protective Policing Services	1,224	1,187	1,188
3 – Community, Contract and Aboriginal Policing	17,902	17,800	17,816
4 – Criminal Intelligence Operations	631	633	645
5 – Technical Policing Operations	1,515	1,521	1,540
6 – Policing Support Services	414	411	411
7 – National Police Services	1,477	1,406	1,407

Note: * Areas primarily responsible for delivery against the Strategic Priority, as per the PAA. Descriptions of the Program Activities can be found in Section I.
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The Terrorism priority is supported by the following Sub-Activities:

PAA Sub-Activities

1.1 Financial Crime – Contributes to the security of the Canadian economy and seeks to protect Canadians and their governments from financial crimes perpetrated by organized crime and others. An activity such as Proceeds of Crime is an example of how the RCMP is working to minimize the impact of financial crime. Program performance will be monitored by the following key indicators:

- The RCMP Core Surveys of Canadians and of policing partners:
  - Percentage of participants who are of the view that the RCMP plays a valuable role in reducing the impact of economic crime (such as credit cards, counterfeit, or identity theft)
  - Percentage of participants who are of the view that the RCMP is a valuable partner in reducing the impact of economic crime by promoting awareness and education

1.2 Drugs and Organized Crime – Focuses on combating organized crime including drug-related social and economic harm to Canadians; contributes to the reduction in supply of, and demand for illicit drugs through disruption of criminal organizations responsible for importation, production and supply of illicit drugs in Canada; disrupts supply routes and prevents illicit drug production and distribution; reduces demand for drugs and drug abuse through prevention, public education and support of alternative forms of justice. Program performance will be monitored by the following key indicators:

- The Disruption Attributes Tool (DAT) is a new tool to identify the impact of the RCMP's efforts to disrupt organized crime groups in our communities. The DAT enables us to measure the effectiveness of the disruptions, relative to each organized crime group, based on three attributes of organized crime groups. These three attributes – Core Business, Financial and Personnel – are each given a status of High, Medium, Low, Nil, N/A (not applicable), or Unknown based on the level of disruption
- The RCMP Core Surveys of Canadians and of policing partners:
  - Percentage of participants who are of the view that the RCMP plays a valuable role in reducing the threat and impact of organized crime
  - Percentage of participants who are of the view that the RCMP plays a valuable role in reducing organized crime

1.3 Border Integrity – In partnership with international and domestic government agencies and stakeholders, as well as the community at large, the RCMP contributes to the national security of Canada by protecting Canadians and their institutions from terrorism, organized crime and other border-related criminal activity. In addition to utilizing a multi-layered enforcement model, education and prevention initiatives are also undertaken to proactively mitigate these threats. Activities such as Immigration and Passport, Integrated Border Enforcement, Marine Security and Customs and Excise are some examples. Program performance will be monitored by the following key indicators:

- The RCMP Core Surveys of Canadians and of policing partners:
  - Percentage of participants who are of the view that the RCMP is a valuable partner in protecting Canada's border
  - Percentage of participants who are of the view that the RCMP is a valuable partner in protecting Canada's sovereignty
  - Percentage of participants who are of the view that the RCMP plays a valuable role in reducing the threat of terrorist activity in Canada

1.4 International Policing – Enhances international cooperation at strategic and tactical levels between the RCMP and foreign police and law enforcement agencies to reduce the impact of international crime on Canada. Activities such as International Operations and Interpol are some example. Program performance will be monitored by the following key indicators:

- The RCMP Core Surveys of policing partners and stakeholders:
  - Percentage of participants who are knowledgeable about the scope of the RCMP's international policing services
  - Percentage of participants who are of the view that FIO personnel provide timely response to international requests

- Percentage of participants who are of the view that the RCMP provides effective support of international operations

1.5 National Security Criminal Investigations – Responsible for criminal operational activities relating to the RCMP's mandate for security-related criminal offences under the *Security Offences Act*. Program performance will be monitored by the following key indicators:

- The RCMP Core Surveys of policing partners and stakeholders:
  - Percentage of participants who are of the view that the RCMP makes a valuable contribution to reducing the threat of terrorist activity in Canada and abroad
  - Percentage of participants who are of the view that the RCMP supports the integration of policing services/law enforcement services
  - Percentage of participants who are of the view that the RCMP is sensitive to the unique needs of its partners/stakeholders
  - Percentage of participants who are of the view that the RCMP information and intelligence are relevant

2.1 Protective Duties – Protection of foreign dignitaries visiting or residing in Canada, Canadian executives and persons designated by the Minister of Public Safety, and designated sites such as embassies, consulates and Parliament Hill. Among the Canadian executives afforded Protection are the Prime Minister, the Governor General, their respective families and official residences. Program performance will be monitored by the following key indicators: number of incidents that compromised the safety of protectees and the security of Canadian interests (target is zero incidents)

2.2 Major Events – Security and policing services for special events including high profile VIP/IPP visits, international conferences and sporting events hosted by Canada. Program performance will be monitored by the following key indicators: number of incidents that compromised the safety of protectees and the security of Canadian interests (target is zero incidents)

3.1 Provincial/Territorial Policing – Provides policing services to eight provinces and three territories through cost-shared police service agreements. Program performance will be monitored by the following key indicator: the creation of awareness tool(s) that are culturally competent and age specific

4.2 Criminal Analysis – Provides strategic and tactical analysis at national headquarters and division levels. Provides national strategic analytical support to Criminal Intelligence Service Canada (CISC). Supports the continuous planning, establishment and assessment of RCMP National Operational priorities. The Alternative Analysis unit conducts "over the horizon" analysis of the larger strategic environment to provide a clear understanding and foreknowledge of global issues that may impact the RCMP, and the environment in which new criminal and national security (NS) threats emerge. The Intelligence Research and Development unit updates and modifies criminal intelligence processes, methodologies and techniques to assist and enhance the intelligence gathering and analysis process. Projects include adapting and updating intelligence tools such as SLEIPNIR, and adapting tools such as the Disruption Attributes Tool and the Priority Ranking of Operation Files system to NS criminal investigations. Program performance will be monitored by the following key indicator:

- The Disruption Attributes Tool (DAT) is a new tool to identify the impact of our disruptions against organized crime groups in our communities. The DAT enables us to measure the effectiveness of the disruptions, relative to each organized crime group, based on three attributes of organized crime groups. These three attributes – Core Business, Financial and Personnel – are each given a status of High, Medium, Low, Nil, N/A (not applicable), or Unknown based on the level of disruption

4.3 National Security Criminal Investigations – Responsible for assessment, coordination, oversight, direction, support and monitoring of all national security criminal investigations and intelligence, both nationally and internationally. National Security Legislative Affairs (NSLA) provides centrally coordinated responses to issues arising from public inquiries, as well as civil litigation matters. It also analyzes events in the public realm that have implications for the RCMP's NS-related activities, and provides advice to senior managers on issues with legislative and legal implications for the RCMP

Program performance will be monitored by the following key indicators:

- Successful disruption of the planned number of significant terrorist targets in 2008-2009
- Increase by 10 the percentage of stakeholders/ partners who agree the RCMP effectively communicates what it is doing and why it is doing it
- Increase by 5 the number of new partner groups or agencies with whom information is shared
- Increase by 10 the number of new or expanded information sources/techniques that advance specific National Security initiatives

4.5 National Security Criminal Investigations (NSCI) – Responsible for assessment, conduct, coordination and monitoring of all national security criminal investigations, both nationally and internationally. Strategic Integration and Program Support (SIPS) provides strategic direction to NSCI by developing directives, programs and processes to ensure that NSCI meets its obligations to internal partners, RCMP divisions, senior government and international bodies. The National Office of Investigative Standards and Practices (OISP) is a newly created branch that will heighten operational oversight, raise accountability and manage civilian oversight for national security criminal investigations across the RCMP. OISP's responsibilities includes ensuring field compliance with the principles of Major Case Management (MCM)

5.2 Behavioural Sciences – Provides specialized investigative support services including criminal investigative analysis, geographic profiling, polygraph examinations, statement analysis, threat assessment, violent crime linkage, and tactical searches of the National Sex Offender Registry (NSOR) to assist the Canadian and international law enforcement community investigate violent and/or serial crime. Acting as a policy centre for the Truth Verification Unit, the NSOR and the Violent Crime Linkage Analysis System (ViCLAS), the Behavioural Sciences Branch (BSB) is responsible for policy development and maintenance, strategic program planning, quality assurance reviews, technical system development (in the case of ViCLAS and NSOR), and the provision of training. To ensure the continued advancement of knowledge within behavioural sciences and quality service delivery, the BSB also conducts empirical research

Program performance will be monitored by the following key indicators:

- The number of investigative, interview and interrogation strategies provided to operational sections whose primary mandate is national security by the Criminal Investigative Analysis Section (CIAS)
- The number of polygraph examinations performed, and the assistance provided by polygraph examiners with the interrogation of suspects believed to be involved in terrorist activities

5.4 Technical Investigation – Provides capacity and support for criminal investigations related to terrorism with state-of-the-art technological tools and procedures to operational national security sections in the RCMP, including covert electronic and physical surveillance technologies, covert intrusion capacity, and effective lawful access provisions; developing, maintaining and providing explosives disposal technology expertise, with a special emphasis on chemical, biological, radiological, nuclear and explosives (CBRNE) elements. Program performance will be monitored by the following key indicator:

- The number of hours provided in specialized technical investigative services, such as lawful/ covert technologies and CBRNE activities, as well as R&D projects

5.6 Technological Crime – Acts as a policy centre for the provision of computer search, seizure and forensic analytical support to RCMP personnel, including Internet-based investigations, necessary research and development of computer forensic utilities, and computer forensic assistance to other domestic and international accredited agencies and police services. Technological Crime Investigative Services, which conducts search, seizure and analysis of electronic evidence in support of criminal investigations, is one activity contributing to combating the threat of terrorism. Program performance will be measured by the following key indicator:

- The number of hours provided in specialized investigative services such as the search, seizure and analysis of electronic evidence on behalf of other investigational areas

6.1 National Operations Centre (NOC) – Provides a communications focal point for the RCMP which includes a fully integrated and computerized multimedia environment that facilitates centralized coordination during critical incident management. NOC also incorporates a technologically advanced reporting facility to support the senior management of the RCMP, as well as protective and criminal operations from coast to coast. Program performance will be monitored by the following key indicator:

- The number of video-conferences per year

7.1 Forensic Laboratory Services – Conducts scientific analysis of evidence from crime scenes, presents forensic evidence in courts, and researches and develops new and advanced forensic methodology and techniques. Examples of activities linked to reducing the threat of terrorist activity include: the National Anti-Counterfeiting Bureau (NACB), which focuses on strategies to develop partnerships with key agencies involved in the security, production and distribution of currency and identity documents; and the Trace Evidence Explosives program which cooperates with international agencies in order to remain current on explosive techniques and materials used by various terrorist groups. Program performance will be monitored by the following key indicators:

- The number of new services delivered by March 31, 2009 as proposed in the NACB Business Plan
- Changes to the scientific and technical investigative support capacity and capability of the Trace Evidence Explosives program (e.g., state of preparedness, response times to clients, and number and quality of partnerships)

7.2 Information and Identification Services – Contributes through a national information exchange system with Canadian and international law enforcement agencies on matters such as criminal records and fingerprints. Real Time Identification (RTID) provides real-time identification of individuals identified as possible terrorists. Program performance will be monitored by the following key indicator:

- The percentage of objectives completed for the requirements of Phase II of the Real Time Identification (RTID) project

7.3 Canadian Police College – Provides advanced and specialized training to police services in police management and the investigation of terrorism-related activities such as the Organized Crime Course and the Post Blast Scene Technician Course. The Canadian Police College's Academic Services delivers executive workshops and enables sharing of best practices, both nationally and internationally. Program performance will be monitored by the following key indicators:

- Number of courses provided, reviewed or updated
- Number of candidates trained (both national and international)
- Level of client satisfaction, based on survey results

Key Partners

Public Safety Canada (PSC); Privy Council Office (PCO); Department of Justice (DOJ); Canadian Security Intelligence Service (CSIS); Communications Security Establishment (CSE); Citizenship and Immigration Canada (CIC); Canada Border Services Agency (CBSA); Canada Revenue Agency (CRA); Transport Canada (TC); Canadian Air Transport Security Authority (CATSA); Canadian Association of Chiefs of Police (CACP); Department of National Defence (DND); Department of Foreign Affairs and International Trade Canada (DFAIT); Passport Canada; Public Works and Government Services Canada (PWGSC); Controlled Goods Directorate (CGD); Department of Fisheries and Oceans (DFO); Canadian Coast Guard (CCG); US Coast Guard; US Customs and Border Protection (US CBP); Office of Border Patrol (BP); US Immigration and Customs Enforcement (ICE); US Department of Justice (Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); US Drug Enforcement Administration (DEA); Interpol; Europol; P8 Senior Experts Groups on Transnational Organized Crime; OAS Inter-American Committee Against Terrorism (CICTE); and International Association of Chiefs of Police (IACP) and counterpart agencies in the US, United Kingdom and Australia; G8 Law Enforcement Working Group on Terrorism

Strategic Priority: Economic Integrity

Contribute to Canada's economic integrity through crime reduction

What Makes This A Priority

- Economic crime (counterfeit currency, fraud money laundering, and cultural and intellectual rights) is a growing trend, impacting both the Canadian and global economies
- 55% of Canadian companies were victims of an economic crime between 2003 and 2005; this represents a 9% increase from 2003
- 80% of counterfeit goods in Canada originate from the Asia-Pacific region, primarily from China
- 37% of multinational firms have experienced significant economic fraud
- Although there has been significant recent progress under the National Counterfeit Enforcement Strategy, counterfeit currency remains a problem. Despite a decrease from 474 in 2004 to 221 in 2006, Canada continues to lead the G10 countries in the number of counterfeit notes per million genuine notes in circulation
- 80% of Canadian adults consider identity theft a serious problem and 17% say that someone they know has been a victim of identity theft
- Credit card fraud has been rising steadily since 1990 in Canada; in 2006, losses from credit card fraud amounted to $292M
- The Governor of the Bank of Canada has stated publicly on several occasions that Canada needed to crack down harder on white collar crime if it wanted to shake its international reputation for being a "Wild West" of financial markets
- The fight against capital market fraud and white collar crime is a stated priority for the Government of Canada. In Budget 2007, the Government of Canada noted that:

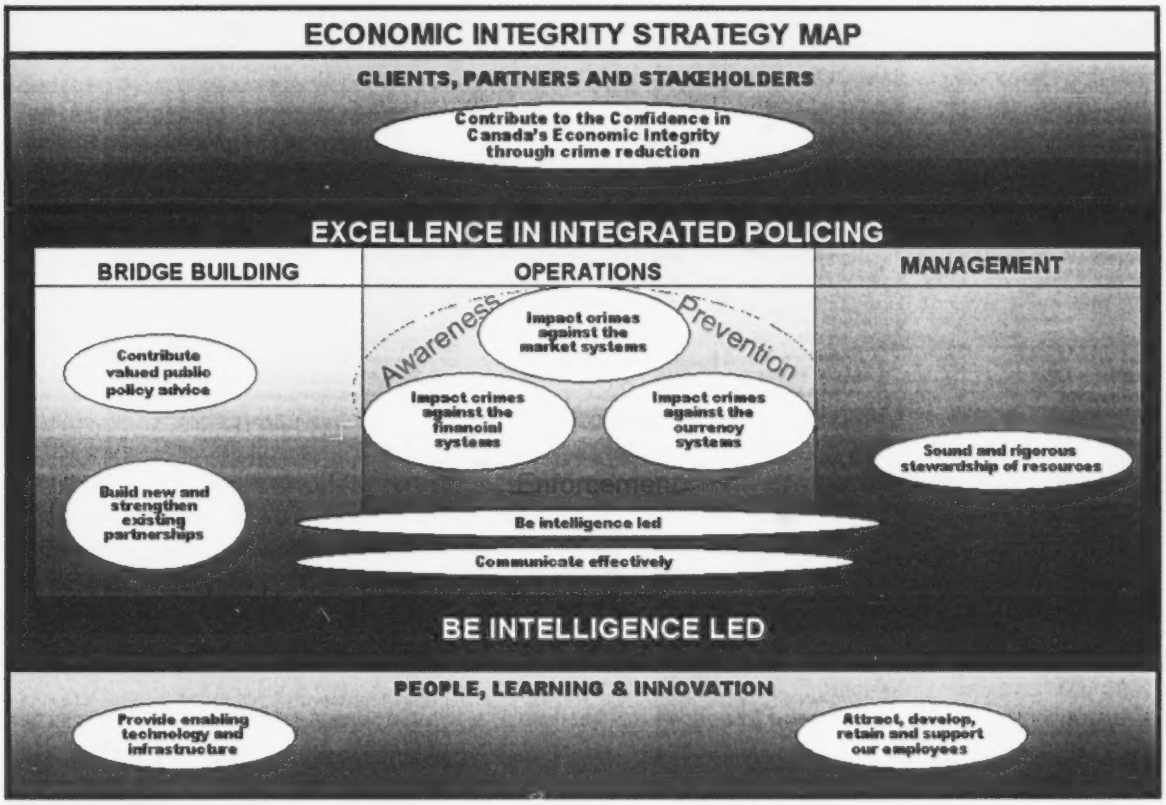
  "Investor protection will be enhanced by pursuing the highest standards of governance and by enforcing our laws more vigorously. Enforcement will be bolstered with better resources to tackle cases of capital markets fraud and stronger collaboration with provincial authorities"
- Debit card fraud has also been rising steadily; in 2006, losses amounted to $94M
- In Canada, money laundering is a multi-billion dollar problem
- According to the International Monetary Fund (IMF), global estimates of money laundering could be as high as $2.4 trillion US
- The direct cost of intellectual property crime to Canada is estimated in the multi-billion dollar range
- The Government of Canada is committed to improving the protection of cultural and intellectual property rights in Canada, and will introduce new laws to tackle property crime
- Increasingly vulnerable, Canadians over the age of 65 are expected to represent more than 25% of the Canadian population. It is estimated that this demographic will be the beneficiaries of nearly a Trillion dollars in inheritance by 2020

(Sources: PricewaterhouseCoopers Global Economic Crime Survey; February 2005 Ipsos-Reid; RCMP Environmental Scan, 2007; Feature Focus: Economic Crime; CISC 2004 Annual Report on Organized Crime in Canada; CISC 2005 Annual Report on Organized Crime in Canada; RCMP Policy Centres; October 2007 Speech from the Throne; and Budget 2007)

Overview

Economic integrity refers to consumer and investor confidence in Canada's financial, currency and equity market systems. A safe and secure economy provides confidence for consumers and investors in conducting business, investing and saving. The RCMP continues to contribute to Canada's economic integrity by targeting domestic crime and its international linkages through crime reduction, with an aim of supporting the economic and social well-being of all Canadians.

Concerns extend beyond financial crime, touching many areas such as: contraband tobacco products; counterfeit goods (e.g., pharmaceuticals, electrical products) and currency; corporate fraud; theft of intellectual property; and identity fraud. These problems can impact the overall Canadian economy through a loss of confidence, nationally and internationally, in our country's institutions and markets.


ECONOMIC INTEGRITY STRATEGY MAP
CLIENTS, PARTNERS AND STAKEHOLDERS
Contribute to the Confidence in Canada's Economic Integrity through crime reduction
EXCELLENCE IN INTEGRATED POLICING
BRIDGE BUILDING
OPERATIONS
MANAGEMENT
Awareness
Prevention
Enforcement
Impact crimes against the market systems
Contribute valued public policy advice
Impact crimes against the financial systems
Impact crimes against the currency systems
Sound and rigorous stewardship of resources
Build new and strengthen existing partnerships
Be intelligence led
Communicate effectively
BE INTELLIGENCE LED
PEOPLE, LEARNING & INNOVATION
Provide enabling technology and infrastructure
Attract, develop, retain and support our employees

Plans and Priorities

The following plans and priorities have been established to guide the RCMP's efforts towards contributing to Canada's economic integrity through crime reduction.

The key plans and priorities for the coming year are to:

- Prevent, detect and deter criminal activity that affects the Canadian economy
- Build awareness around crimes that affect the Canadian economy
- Educate Canadians on the different forms of economic crime and the measures they can take to protect themselves from becoming victims

Strategic Priority: Economic Integrity – Ongoing

Strategic Objectives: *

1) Communicate effectively
2) Ensure sound and rigorous stewardship of resources
3) Conduct effective enforcement
4) Build new and strengthen existing partnerships
5) Contribute to public policy and ensure sound policy development
6) Impact crime through awareness, prevention and education
7) Be intelligence led
8) Attract, develop, retain and support our employees
9) Provide enabling equipment, technology and infrastructure

Key Performance Goals:

- Ensure that by 2008, 85% of the individuals who have received information are prepared to modify or have modified their behaviour (supports Objective 1, 4, 6 and 8)
- Ensure that by 2008, 85% of the companies (public or private) that have received information are prepared to modify or have modified their policies (supports Objectives 1, 4, 6 and 8)
- Create awareness tools that are culturally competent and age specific (supports Objectives 2 and 9)

Note: * The numbering does not denote the level of importance placed on each objective.

Strategic Priority: Economic Integrity – Ongoing			
Supporting Program Activities (PAA) *	**Planned Spending (millions) ****		
	2008-2009	**2009-2010**	**2010-2011**
1 – Federal and International Operations	$802.6	$824.4	$828.2
3 – Community, Contract and Aboriginal Policing	$1,045.2	$998.3	$986.1
4 – Criminal Intelligence Operations	$74.9	$75.0	$77.7
5 – Technical Policing Operations	$216.2	$217.1	$212.3
7 – National Police Services	$159.3	$156.8	$149.3
Supporting Program Activities (PAA) *	**Planned FTEs**		
	2008-2009	**2009-2010**	**2010-2011**
1 – Federal and International Operations	5,570	5,643	5,774
3 – Community, Contract and Aboriginal Policing	17,902	17,800	17,816
4 – Criminal Intelligence Operations	631	633	645
5 – Technical Policing Operations	1,515	1,521	1,540
7 – National Police Services	1,477	1,406	1,407

Note: * Areas primarily responsible for delivery against the Strategic Priority, as per the PAA. Descriptions of the Program Activities can be found in Section I.
** Figures reflect allocations as per Program Activity, not Strategic Priority. The figures are taken directly from the Planned Spending contained in the Main Estimates (see Section III – Table 1). Planned Spending for the Corporate Infrastructure Program Activity has been allocated across all Program Activities in accordance with TBS guidelines for the preparation of the Main Estimates.

The Economic Integrity Program Activities are supported by the following Sub-Activities:

PAA Sub-Activities

1.1 Financial Crime – Contributes to the security of the Canadian economy and seeks to protect Canadians and their governments from financial crimes perpetrated by organized crime and others. Activities such as Commercial Crime, Proceeds of Crime, Money Laundering, and Integrated Market Enforcement are some examples of how the RCMP is working to minimize the impact of financial crime. Program performance will be monitored by the following key indicators:

- The RCMP Core Surveys of Canadians and of policing partners:
  - Percentage of participants who are of the view that the RCMP plays a valuable role in reducing the impact of economic crime (such as credit cards, counterfeit or identity theft)
  - Percentage of participants who are of the view that the RCMP is a valuable partner in reducing the impact of economic crime by promoting awareness and education

1.2 Drugs and Organized Crime – Focuses on combating organized crime including drug-related social and economic harm to Canadians; contributes to the reduction in supply of, and demand for illicit drugs through disruption of criminal organizations responsible for importation, production and supply of illicit drugs in Canada; disrupts supply routes and prevents illicit drug production and distribution; reduces demand for drugs and drug abuse through prevention, public education and support of alternative forms of justice. Activities such as Organized Crime strategy, Integrated Organized Crime Investigation Units, and Drug Enforcement are some examples. Such programs include Integrated Organized Crime Investigation Units (IOCIU) with representation from RCMP, other government agencies including the Department of Justice, the Canada Border Services Agency, Canada Revenue Agency, provincial and municipal law enforcement organizations. By virtue of their integrated multi-disciplinary structure, IOCIUs are capable of investigating all organized crime groups, regardless of discipline (for instance, importation or manufacturing of illicit drugs, production and distribution of counterfeit currency, Proceeds of Crime and money laundering, and illegal gambling). Program performance will be monitored by the following key indicators:

- The Disruption Attributes Tool (DAT) is a new tool to identify the impact of the RCMP's efforts to disrupt organized crime groups in our communities. The DAT enables us to measure the effectiveness of the disruptions, relative to each organized crime group, based on three attributes of organized crime groups. These three attributes – Core Business, Financial and Personnel – are each given a status of High, Medium, Low, Nil, N/A (not applicable), or Unknown based on the level of disruption
- The RCMP Core Surveys of Canadians and of policing partners:
  - Percentage of participants who are of the view that the RCMP plays a valuable role in reducing organized crime
  - Percentage of participants who are of the view that the RCMP plays a valuable role in reducing the threat and impact of organized crime

1.3 Border Integrity – In partnership with international and domestic government agencies and stakeholders, as well as the community at large, the RCMP contributes to the national security of Canada by protecting Canadians and their institutions from terrorism, organized crime and other border-related criminal activity. In addition to utilizing a multi-layered enforcement model which considers domestic and international threats to the security of Canadians and our borders, education and prevention initiatives are also undertaken to proactively mitigate these threats. Activities such as Federal Enforcement, and Customs and Excise are some examples. For instance, the Financial Loss to the Federal Government sub-program aims at combating the financial loss to federal government revenues and funds through criminal conspiracies, frauds, forgeries and/or misappropriation of funds. Program performance will be monitored by the following key indicators:

- The RCMP Core Surveys of Canadians and of policing partners:
  - Percentage of participants who are of the view that the RCMP is a valuable partner in protecting Canada's border

- Percentage of participants who are of the view that the RCMP supports the integration of policing services/law enforcement services
- Percentage of participants who are of the view that the RCMP is sensitive to the unique needs of its partners/stakeholders

3.1 Community, Contract and Aboriginal Policing – Provincial/Territorial responsibilities provides policing services to eight provinces and three territories through cost-shared police service agreements. Program performance will be monitored by the following key indicator:

- Whether the annual service agreements undertaken with our clients have been satisfied, for example, by the percentage of Canadians who agree that the RCMP plays a valuable role in reducing the impact of economic crime

3.2 Municipal Policing – Provides policing services to diverse municipalities in seven provinces through cost-shared police service agreements. Program performance will be monitored by:

- Whether the annual service agreements undertaken with our clients have been satisfied, for example, by the percentage of Canadians who agree that the RCMP plays a valuable role in reducing the impact of economic crime

4.1 Organized Criminal Intelligence – Responsible for assessment, monitoring and coordination of all organized crime or other serious criminal activity. Includes the coordination support and assistance to Canadian and foreign law enforcement and intelligence agencies in relation to transnational criminal investigations. Criminal information and intelligence, with respect to economic crimes, is collected, evaluated, reported and disseminated

5.4 Technical Investigation – Provides capacity and support for criminal investigations related to economic integrity with state-of-the-art technological tools and procedures to operational sections in the RCMP and other law enforcement agencies, including covert electronic surveillance and interception of communications technologies, covert physical surveillance technologies, covert intrusion capacity, and effective lawful access provisions

Program performance will be monitored by the following key indicator:

- The number of hours provided in specialized technical investigative services, such as lawful/ covert technologies, as well as R&D projects

5.5 Technical Security – Acts as a federal policy centre for the provision of government security policy and standards for information technology and physical security. With the emerging focus on the economic impact of cybercrime threats, there is a recognized need to facilitate standards and security awareness to the financial sector and other critical infrastructure owners/operators. These administrative measures to research cybercrime trends (e.g., identity theft/ data corruption) and prevent crime through the development of guides, policies and standards for logical or physical access controls will result in improved integrity of business systems and consumer confidence. The following key indicators will monitor program performance:

- Improved interdepartmental governance via security committee decisions
- Coordinated communications and website messaging to the public
- Strategic collaboration on Public Safety Canada projects to protect critical infrastructure

5.6 Technological Crime – Acts as a policy centre for the provision of computer search, seizure and forensic analytical support to RCMP personnel, including Internet-based investigations, necessary research and development of computer forensic utilities, as well as computer forensic assistance to other domestic, international accredited agencies and police services. The Technological Crime Investigative Services conducts the search, seizure and analysis of electronic evidence in support of criminal investigations, and also conducts open source data mining in support of criminal investigations undertaken by RCMP federal investigative units. Program performance will be measured by the following key indicator:

- The number of hours provided in specialized investigative services such as the search, seizure and analysis of electronic evidence on behalf of other investigational areas

7.1 Forensic Laboratory Services – Conducts scientific analysis of evidence from crime scenes, presents forensic evidence in courts, as well as researches and develops new and advanced forensic methodology and techniques. The National Anti-Counterfeiting Bureau (NACB) focuses on strategies to develop partnerships with key agencies involved in the security production and distribution of currency and identity documents. It plays a leadership role on committees overseeing the security, integrity and stability of these documents. The following key indicator will be used to monitor program performance:

- The number of new services delivered by March 31, 2009 as proposed in the NACB Business Plan

7.3 Canadian Police College – Provides advanced and specialized training to police services in the investigation of various financial offences, such as the Financial Investigations Course and the Drug Investigative Techniques Course. Examples of key performance indicators include:

- The number of courses provided, reviewed or updated
- The level of client satisfaction based on survey results

Key Partners

Public Safety Canada (PSC); Canadian Border Services Agency (CBSA); Transport Canada (TC); Canada Revenue Agency (CRA); Department of Finance Canada; Health Canada; Bank of Canada; Industry Canada (IC); Canadian Heritage; Citizenship and Immigration Canada (CIC); Department of Foreign Affairs and International Trade Canada (DFAIT); US Immigration and Naturalization Services (USINS); Financial Transaction & Report Analysis Centre of Canada (FINTRAC); Forensic Accounting Management Directorate (FAMD); Seized Property Management Directorate (SPMD); Canadian Security Intelligence Service (CSIS); private industry (e.g., the Canadian Bankers Association); municipal, provincial and territorial agencies responsible for health, education and corrections; and Canadian and foreign law enforcement agencies from the US, United Kingdom, New Zealand and Australia

Strategic Priority: Youth

Prevent and reduce youth involvement in crime as victims and offenders

What Makes This A Priority

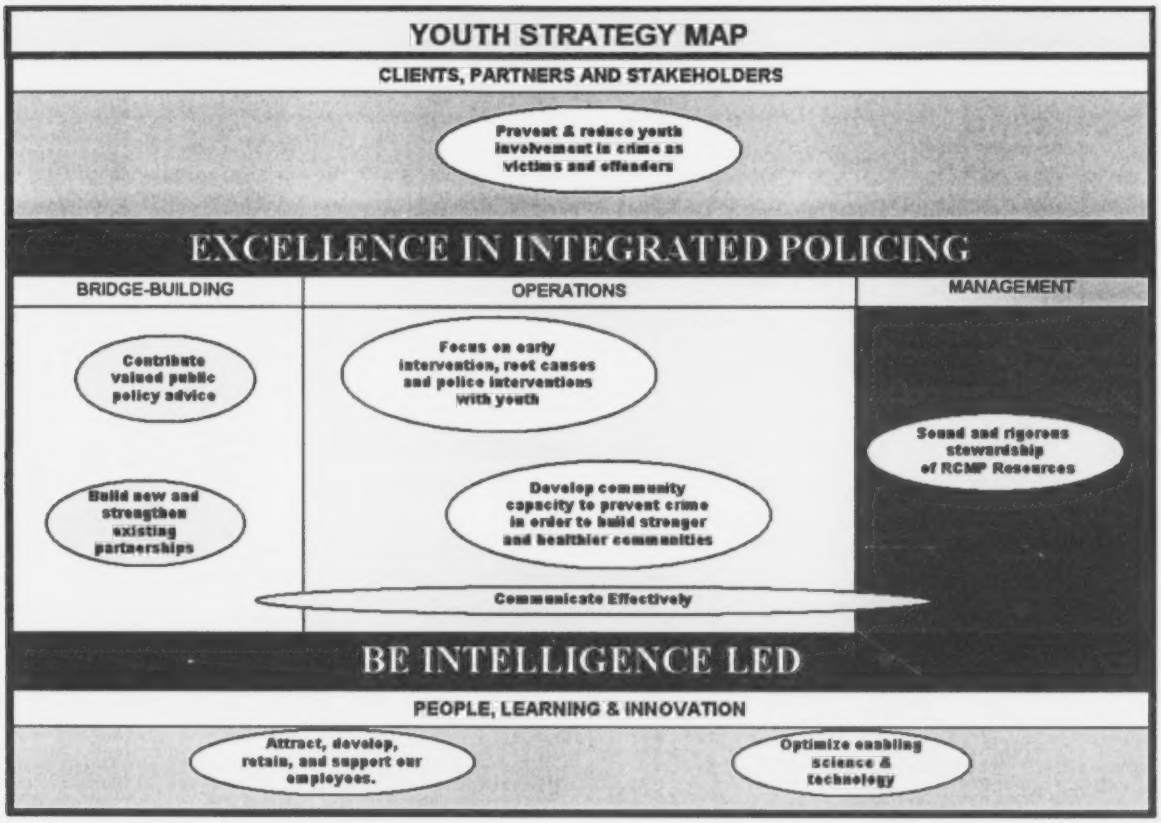
- 17% of children are living in poverty representing a population ratio of 1:6
- It is estimated that 42% of food bank users are children
- Poverty can have a critical effect on the development and well-being of children. Effects may include limited positive experiences and overall success at school, an increased likelihood of emotional problems (e.g., anxiety, aggressive behaviours, hyperactivity) and becoming involved in illegal activities
- A UNICEF report on child poverty ranks Canada 17th out of 23 developed countries on child well-being
- It is estimated that 30% to 35% of youth smokers, 15 to 19 years, in Ontario and Quebec high schools smoke illegal cigarettes. It is estimated that within Aboriginal communities, 50% of the youth under 18 years smoke due to the availability and access to low cost tobacco
- Significant youth drug and alcohol use: 45% of youth aged 15 to 17 report using alcohol 1 to 3 times per month; 29% of youth aged 15 to 17 and 47% of youth aged 18 to 19 report using cannabis in the past year
- Technological advances continue to facilitate access to, ability to distribute, and production of child pornography in Canada and internationally
- On-line criminal networks participate in the exchange of child sexual abuse images, share techniques to avoid detection, and provide support for adult-child sexual interests
- A 2005 survey indicates that 94% of Canadian children in Grades 4 – 11 are connected to the Internet; 12% of students in Grades 7-11 reported being sexually harassed with 70% of these incidents occurring over the Internet
- From July 2004 to July 2007, the National Child Exploitation Coordination Centre (NCECC) opened approximately 4,500 files, of which 80% involved multi-jurisdictional and trans-border investigations
- From 2004 to 2006, there was a threefold increase in cases reported to Cybertip.ca (80% of the Cybertip.ca caseload is forwarded to the NCECC)
- As of June 2007, 216 Canadian children have been identified through the efforts of Canadian law enforcement
- The Government of Canada indicated, in the October 2007 Speech from the Throne, its willingness to strengthen the *Youth Criminal Justice Act* to ensure young offenders are held accountable to victims and their communities
- The proposed National-Anti-Drug Strategy will help families and local communities in steering vulnerable youth away from drugs and crime

(Sources: RCMP Environmental Scan 2007; October 2007 Speech from the Throne; Statistics Canada, Income Trends in Canada 2003; 2004 Canadian Addiction Survey; Oh Canada! Too Many Children in Poverty for Too Long, 2006 Report Card on Child & Family Poverty in Canada; The Progress of Canada's Children and Youth 2006; Media Awareness Network. 2005; Young Canadians in a Wired World. Phase II; RCMP National Youth Strategy; National Child Exploitation Coordination Centre; CISC 2004 Annual Report on Organized Crime in Canada; CISC 2005 Annual Report on Organized Crime in Canada; Canada's Performance 2004; Arcus Group September-October 2007; Nations Centre 2002/2003 Regional Health Survey)

Overview

Both nationally and internationally, it is recognized that economic disparity may increase the potential for criminality. In Canada, almost 20% of children live in low-income households. These children are twice as likely to live with violence and are more than three times as likely to live with a depressed parent.

To successfully address youth crime and victimization, police must continue to increase their involvement in non-traditional policing roles. This means taking what we have learned about crime prevention and factors associated with crime and shaping RCMP service delivery to reflect this knowledge. When considering the Youth strategic priority, risk factors, protective factors, root causes, community wellness and problem-solving provide the cornerstones of our work.


YOUTH STRATEGY MAP
CLIENTS, PARTNERS AND STAKEHOLDERS
Prevent & reduce youth involvement in crime as victims and offenders
EXCELLENCE IN INTEGRATED POLICING
BRIDGE-BUILDING
OPERATIONS
MANAGEMENT
Contribute valued public policy advice
Focus on early intervention, root causes and police interventions with youth
Sound and rigorous stewardship of RCMP Resources
Build new and strengthen existing partnerships
Develop community capacity to prevent crime in order to build stronger and healthier communities
Communicate Effectively
BE INTELLIGENCE LED
PEOPLE, LEARNING & INNOVATION
Attract, develop, retain, and support our employees.
Optimize enabling science & technology

Plans and Priorities

The RCMP Youth strategic priority continues to focus on preventing and reducing youth involvement in crime as victims and offenders by implementing a continuum of responses that are consistent with the *Youth Criminal Justice Act* and that address root causes and enhance community capacity.

This approach incorporates identifying and making early interventions in the lives of youth at risk by: targeted educational and preventive programs; using diversion and restorative justice strategies where appropriate; and implementing broad-based community crime prevention, school-based liaison and drug awareness programs.

Working to implement the changes in the *Youth Criminal Justice Act* with our partners in the provinces and territories will challenge us to be flexible in our approach, while using the legislative tools to achieve our goals. In addition, we need to continue to consult with and engage youth, themselves, in order to develop more successful preventive policies and programs.

The following plans and priorities have been established to guide the RCMP's efforts towards preventing and reducing youth involvement in crime as victims and offenders.

The key plans and priorities for the coming year are to:

- Prevent youth crime by addressing the underlying causes and respond to the needs of young persons, especially those in situations of risk
- Optimize responses to youth who offend, with an emphasis on early intervention, meaningful consequences, restorative approaches and community involvement
- Build on community capacity to prevent crime and use restorative processes by seeking input from communities, especially youth and youth-serving organizations, by providing expertise and leadership in facilitating community problem-solving, and by implementing prevention and intervention strategies
- Enhance the protection of children on the Internet and pursuit of those who use technology to exploit them
- Contribute valued public policy advice
- Prevent youth crime in Canada by providing appropriate courses and other learning opportunities to police officers
- Disseminate information, both internally and externally, on good policing practices with youth and the benefits of crime prevention through social development

Strategic Priority: Youth – Ongoing

Strategic Objectives: *

1) Communicate effectively
2) Ensure sound and rigorous stewardship of resources
3) Develop community capacity to prevent crime
4) Build new and strengthen existing partnerships
5) Contribute to public policy and ensure sound policy development
6) Optimize support and response to youth victims
7) Focus on early intervention, root causes and police interventions with youth
8) Attract, develop, retain and support our employees
9) Optimize enabling science and technology

Key Performance Goals:

- Reduce by 3% the percentage of youth charged nationally (supports Objectives 1, 3 and 7)
- Increase by 3% the number of chargeable youth dealt with outside the formal court system (supports Objectives 2 and 4)
- Increase by 10% the percentage of stakeholders who agree the RCMP effectively communicates what it is doing and why it is doing it (supports Objectives 1 and 8)
- Increase by 10% the percentage of stakeholders who agree the RCMP provides accurate and complete information about its programs and services (supports Objectives 1, 8 and 9)
- Increase to 84% the percentage of stakeholders who agree the RCMP is a valuable partner in preventing and reducing youth involvement in crime as victims and offenders (supports Objectives 3, 5, 6, 7 and 8)
- Double the number of external partners participating in Strategic Priority Working Groups (supports Objectives 1 and 4)
- Increase to 80% the percentage of stakeholders who agree that the RCMP provides valuable input into the development of public policy pertaining to youth issues (supports Objectives 1, 5, 6 and 7)
- Ensure culturally competent material is developed with a focus on youth radicalization and Hate Crime (supports Objectives 1, 4 and 8)

Note: * The numbering does not denote the level of importance placed on each objective.

Strategic Priority: Youth – Ongoing			
Supporting Program Activities (PAA) *	**Planned Spending (millions) ****		
	2008-2009	**2009-2010**	**2010-2011**
1 – Federal and International Operations	$802.6	$824.4	$828.2
3 – Community, Contract and Aboriginal Policing	$1,045.2	$998.3	$986.1
5 – Technical Policing Operations	$216.2	$217.1	$212.3
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Supporting Program Activities (PAA) *	**Planned FTEs**		
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5 – Technical Policing Operations	1,515	1,521	1,540
7 – National Police Services	1,477	1,406	1,407

Note: * Areas primarily responsible for delivery against the Strategic Priority, as per the PAA. Descriptions of the Program Activities can be found in Section I.
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The Youth Program Activities are supported by the following Sub-Activities:

PAA Sub-Activities

1.2 Drugs and Organized Crime – Focuses on combating organized crime including drug-related social and economic harm to Canadians; contributes to the reduction in supply of, and demand for illicit drugs through disruption of criminal organizations responsible for importation, production and supply of illicit drugs in Canada; disrupts supply routes and prevents illicit drug production and distribution; reduces demand for drugs and drug abuse through prevention, public education and support of alternative forms of justice. Activites such as Organized Crime strategy, Integrated Organized Crime Investigation Units (IOCIU), and Drug Enforcement are some examples. One key program managed by the Drugs and Organized Crime Awareness Service (DOCAS) is the Drug Abuse Resistance Education (DARE) which is a comprehensive prevention education program designed to equip school children with skills to recognize and resist social pressures to experiment with tobacco, alcohol, other drugs and violence. Program performance will be monitored by the following key indicators:

- The Disruption Attributes Tool (DAT) is a new tool to identify the impact of the RCMP's efforts to disrupt organized crime groups in our communities. The DAT enables us to measure the effectiveness of the disruptions, relative to each organized crime group, based on three attributes of organized crime groups. These three attributes – Core Business, Financial and Personnel – are each given a status of High, Medium, Low, Nil, N/A (not applicable), or Unknown based on the level of disruption
- The RCMP Core Surveys of Canadians and of policing partners:
  - Percentage of participants who are of the view that the RCMP plays a valuable role in preventing and reducing youth involvement in crime

1.3 Border Integrity – In partnership with international and domestic government agencies and stakeholders, as well as the community at large, the RCMP contributes to the national security of Canada by protecting Canadians and their institutions from terrorism, organized crime and other border-related criminal activity. In addition to utilizing a multi-layered enforcement model which considers domestic and international threats to the security of Canadians and our borders, education and prevention initiatives are undertaken to proactively mitigate these threats. Specifically, the Immigration and Passport program manages the Human Trafficking National Coordination Centre. For instance, through the Customs and Excise program activities it has become evident that youth, predominately Aboriginal, are known to have been lured into contraband tobacco activities by the appeal of easy money and little fear of getting caught. Local police have seen the results of youth involved in organized crime, namely increase in violent behaviour and general disrespect of their community as well as others. A number of youth, predominantly in Ontario and Quebec, are being exploited by organized crime via the contraband tobacco trade, which can be a gateway to their involvement in other criminal activity. Program performance will be monitored by the following key indicators:

- The RCMP Core Surveys of Canadians and of policing partners:
  - Percentage of clients, partners and stakeholders satisfied with RCMP is a valuable partner in preventing and reducing youth involvement in crime as victims and offenders

3.5 Community, Contract and Aboriginal Policing Directorate – Develops and implements policies, strategies and models for community, contract and Aboriginal policing activities, and is responsible for; policies concerning crime prevention and victim services, issues pertaining to police service agreements; research and development; roadway safety; standards for critical incidents and policies related to youth. Program performance will be monitored by the following key indicators:

- The creation of awareness tool(s) that are culturally competent and age specific (examples: deal.org, National Youth Officer Program)
- Capturing strategic goals through statistical information gathered from RCMP statistical information and that of Statistics Canada

5.2 Behavioural Sciences – Provides specialized investigative support services including criminal investigative analysis, geographic profiling, polygraph examinations, statement analysis, threat assessment, violent crime linkage, and tactical searches of the National Sex Offender Registry (NSOR) to assist the Canadian and international law enforcement community investigate violent and/or serial crime. Acting as a policy centre for the Truth Verification Unit, the NSOR and the Violent Crime Linkage Analysis System (ViCLAS), the Behavioural Sciences Branch (BSB) is responsible for policy development and maintenance, strategic program planning, quality assurance reviews, technical system development (in the case of ViCLAS and NSOR), and the provision of training. To ensure the continued advancement of knowledge within behavioural sciences and quality service delivery, the BSB also conducts empirical research. Program performance will be monitored by the following key indicators:

- The number of tactical queries conducted on the NSOR database to assist the National Child Exploitation Coordination Centre (NCECC) with investigations of children who are victims of sexual exploitation
- The number of exploratory studies contributed to or conducted by the Research and Development Unit regarding youth issues

7.3 Canadian Police College – Provides investigative and management training focused on the particular needs of police activities. The Canadian Police College's Academic Services trains police officers to investigate/interdict Internet and computer-related child exploitation. Program performance will be monitored by the following key indicators:

- Number of courses provided, reviewed or updated
- Level of client satisfaction based on survey results

7.4 National Child Exploitation Coordination Centre – Verifies, triages, and disseminates national and international complaints; responds immediately to a child at risk in Canada or internationally; manages multi-suspect and multi-jurisdictional cases; strengthens law enforcement nationally and internationally through the development and sharing of best practices, training, and technologies; and conducts operationally-based research to further investigations of Internet-facilitated child sexual exploitation. Program performance will be monitored by the following key indicators:

- Percentage completed of the Victims of Internet Child Exploitation (VOICE) system
- Level of success with the Law Enforcement Requests (LER) to Internet service providers for the names and addresses of customers

Key Partners

Department of Justice (DOJ); Public Safety Canada (PSC); National Crime Prevention Centre (NCPC); Health Canada; Human Resources Development Canada (Department of Social Development) (HRDC [DSD]); Indian and Northern Affairs Canada (INAC); Canadian Heritage; Canada Border Services Agency (CBSA); Citizenship and Immigration Canada (CIC); Industry Canada (IC); Department of Foreign Affairs and International Trade Canada (DFAIT); provincial agencies; communities; national and international organizations with mandates for children and youth; Interpol; victims services organizations; other police agencies; and the education sector

Strategic Priority: Service to Aboriginal Communities

Contribute to safer & healthier Aboriginal communities

What Makes This A Priority

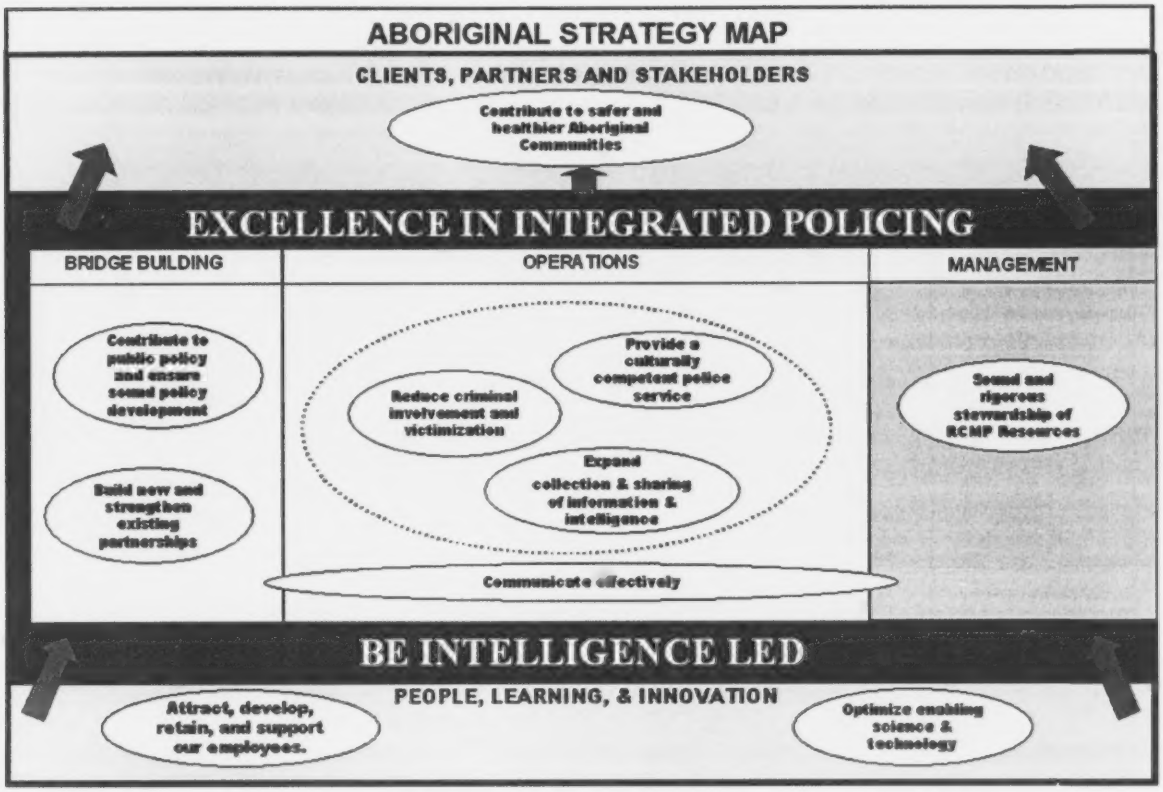
- The RCMP provides policing services to all Aboriginal people through its federal policing responsibilities. Through provincial and municipal contracts, the RCMP also provides services to eight provinces, three territories, and locally to over 600 Aboriginal communities
- Aboriginal communities continue to rank closer to poor countries than the rest of the Canadian population on key social indicators (i.e., mental and physical health, education, employment, lone-parenting)
- The negative intergenerational impacts of Indian Residential Schools are apparent in every Division; reconciliation with Aboriginal people by the RCMP is imperative through the Truth and Reconciliation Commission during the next five years
- Demographic Information: although the Aboriginal population represents a small proportion of the Canadian population, it constitutes a significant proportion in some provinces and territories (e.g., Inuit represent approximately 85% of Nunavut's population and 14% for each of Manitoba and Saskatchewan's populations); children under 14 represent one-third of the Aboriginal population, which is far higher than 19% for the Canadian population
- Aboriginal people are disproportionately impacted by the criminal justice system. In terms of incarceration, Aboriginal people account for 18% of those federally incarcerated, yet represent only 3.3% of the Canadian population
- Aboriginal baby boom – Many Aboriginal youth are being recruited by organized crime groups and Aboriginal-based gangs. This has a profound effect on gang activity and incarceration rates, as well as other important social implications
- It is estimated that within Aboriginal communities 50% of youth under 18 years of age and 59% of all Aboriginals smoke due to the availability of and access to low cost tobacco

(Sources: RCMP Environmental Scan, 2007; Canada's Performance, 2006; CISC 2007 Annual Report on Organized Crime in Canada; CISC 2005 Annual Report on Organized Crime in Canada; October 2007 Speech from the Throne; RCMP policy centres; Nations Centre 2002/2003 Regional Health Survey)

Overview

The RCMP has had a long and productive history servicing Aboriginal people and communities across Canada, which has resulted, for the most part, in the building of good relationships. The RCMP was founded in 1873 and our members survived and navigated the Canadian terrain, due in large part to the goodwill of Aboriginal people. In many parts of Canada, Aboriginal people look to the Red Coats (the RCMP) as representing the government and the Queen, and are entrusted to uphold their rights as declared in the Royal Proclamation.

The RCMP is committed to bringing a greater focus to this area of policing by dealing with the various challenges in both the breadth and scope of issues that Aboriginal people face. For the RCMP, the challenges cross all business lines in all divisions and with other police services, with respect to research, policy, strategy and communications, and significant operational and administrative responses – both enforcement and prevention-oriented. The responses have been developed based on four key goals: relationship-building; cultural competency; reducing Aboriginal criminal involvement and victimization; and accountability.


ABORIGINAL STRATEGY MAP
CLIENTS, PARTNERS AND STAKEHOLDERS
Contribute to safer and healthier Aboriginal Communities
EXCELLENCE IN INTEGRATED POLICING
BRIDGE BUILDING
OPERATIONS
MANAGEMENT
Contribute to public policy and ensure sound policy development
Build new and strengthen existing partnerships
Provide a culturally competent police service
Reduce criminal involvement and victimization
Expand collection & sharing of information & intelligence
Communicate effectively
Sound and rigorous stewardship of RCMP Resources
BE INTELLIGENCE LED
PEOPLE, LEARNING, & INNOVATION
Attract, develop, retain, and support our employees.
Optimize enabling science & technology

Plans and Priorities

The following plans and priorities have been established to guide the RCMP's efforts towards contributing to safer and healthier Aboriginal communities.

The key plans and priorities for the coming year are to:

- Increase cultural awareness skills throughout the policing service
- Reduce criminal involvement and victimization
- Contribute to public policy and ensure sound policy development
- Build new and strengthen existing partnerships
- Communicate effectively to internal/external partners and stakeholders
- Build capacity in terms of expertise and resources

Strategic Priority: Aboriginal Communities – Ongoing

Strategic Objectives: *

1) Communicate effectively
2) Ensure sound and rigorous stewardship of resources
3) Reduce criminal involvement and victimization
4) Build new and strengthen existing partnerships
5) Contribute to public policy and ensure sound policy development
6) Provide a culturally competent police service
7) Expand the collection and sharing of information and intelligence
8) Attract, develop, retain and support our employees
9) Optimize enabling science and technology

Key Performance Goals:

- Increase the percentage, of clients of Contract Policing, satisfied that the RCMP makes a valuable contribution to the sustainability of their community to 76% (supports Objectives 2, 3, 4 and 6)
- Increase the percentage of stakeholders/ partners who agree the RCMP is a valuable partner in contributing to safer and healthier Aboriginal communities to 80% (supports Objectives 1, 3, 5, 7 and 9)
- Double the number of external partners participating in Strategic Priority Working Groups (supports Objectives 1 and 4)
- Increase the percentage of stakeholders who agree that the RCMP provides valuable input into the development of public policy pertaining to Aboriginal communities' issues to 80% (supports Objectives 1, 5, 6 and 7)
- Increase the percentage of Aboriginal clients who agree the RCMP is fulfilling its strategic priority of contributing to safer and healthier Aboriginal communities to 80% (supports Objective 1)
- Increase the percentage of Aboriginal clients who agree their organization/community has a good working relationship with the RCMP to 85% (supports Objective 8)

Note: * The numbering does not denote the level of importance placed on each objective.

Strategic Priority: Aboriginal Communities – Ongoing			
Supporting Program Activities (PAA) *	**Planned Spending (millions) ****		
	2008-2009	**2009-2010**	**2010-2011**
1 – Federal and International Operations	$802.6	$824.4	$828.2
3 – Community, Contract and Aboriginal Policing	$1,045.2	$998.3	$986.1
5 – Technical Policing Operations	$216.2	$217.1	$212.3
7 – National Police Services	$159.3	$156.8	$149.3
Supporting Program Activities (PAA) *	**Planned FTEs**		
	2008-2009	**2009-2010**	**2010-2011**
1 – Federal and International Operations	5,570	5,643	5,774
3 – Community, Contract and Aboriginal Policing	17,902	17,800	17,816
5 – Technical Policing Operations	1,515	1,521	1,540
7 – National Police Services	1,477	1,406	1,407

Note: * Areas primarily responsible for delivery against the Strategic Priority, as per the PAA. Descriptions of the Program Activities can be found in Section I.
** Figures reflect allocations as per Program Activity, not Strategic Priority. The figures are taken directly from the Planned Spending contained in the Main Estimates (see Section III – Table 1). Planned Spending for the Corporate Infrastructure Program Activity has been allocated across all Program Activities in accordance with TBS guidelines for the preparation of the Main Estimates.

The Aboriginal Communities Program Activities are supported by the following Sub-Activities:

PAA Sub-activities

1.2 Drugs and Organized Crime – Focuses on combating organized crime including drug-related social and economic harm to Canadians; contributes to the reduction in supply of and demand for illicit drugs through the disruption of criminal organizations responsible for importation, production and supply of illicit drugs in Canada; disrupts the supply routes and prevents illicit drug production and distribution; and reduces the demand for drugs and drug abuse through prevention, public education and support of alternative forms of justice. Activities such as Organized Crime strategy and Drug Awareness are some examples. One key initiative is the Aboriginal Shield Program. Drugs & Organized Crime Awareness Service has recently held seminars with members of the Canadian Aboriginal community to update the curriculum of the Aboriginal Shield Program. In 2008-2009, the revised program will be piloted in selected communities, and training will be provided to the community facilitators who will deliver the program. Program performance will be monitored by the following key indicators:

- The RCMP Core Surveys of Canadians and of policing partners:
  - Percentage of participants who are of the view that the RCMP plays a valuable role in reducing organized crime
  - Percentage of participants who are of the view that the RCMP plays a valuable role in reducing the threat and impact of organized crime
  - Percentage of participants who are of the view that the RCMP plays a valuable role in preventing and reducing Aboriginal youth involvement in crime

1.3 Border Integrity – In partnership with international and domestic government agencies and stakeholders, as well as the community at large, the RCMP contributes to the national security of Canada by protecting Canadians and their institutions from terrorism, organized crime and other border-related criminal activity. In addition to utilizing a multi-layered enforcement model, which considers domestic and international threats to the security of Canadians and our borders, education and prevention initiatives are also undertaken to proactively mitigate these threats. An activity such as Customs and Excise is an example. A key activity is the development of a renewed national tobacco strategy in consultation with relevant stakeholders. Efforts will also be undertaken to develop innovative operational responses to stop the flow of contraband tobacco entering Canada in the Central St Lawrence Valley corridor, including those Aboriginal communities being exploited by the criminal element. From a broader law enforcement perspective, several communities have formalized working relationships with the RCMP and other partners through initiatives such as the Aboriginal Combined Forces Special Enforcement Unit in Quebec and the Akwesasne Mohawk Police Joint Investigative Team. The focus of these groups is to combat organized crime in and around their communities. The key component to the success of these partnerships is the unique approach taken in operations depending on the community in which it is being carried-out. Efforts are underway to engage in ongoing consultations with leaders (i.e., Council) and local police in key communities (where the RCMP felt there was the highest level of interest in discussing the issue of tobacco), and with the Assembly of First Nations to better understand and develop a constructive way forward. Program performance will be monitored by the following key indicators:

- The RCMP Core Surveys of Canadians and of policing partners:
  - Percentage of participants who are of the view that the RCMP is a valuable partner in protecting Canada's border
  - Percentage of participants who are of the view that the RCMP is a valuable partner in contributing to safer and healthier Aboriginal communities
  - Percentage of participants who are of the view that the RCMP provides valuable input in to the development of public policy pertaining to Aboriginal communities' issues

3.3 Aboriginal Policing – Provides policing services to all Aboriginal people through its contract policing responsibilities and Community Tripartite Agreements (CTAs). Through provincial and municipal contracts, the RCMP also provides services to eight provinces, three territories, and locally to over 600 Aboriginal communities. Like any police agency serving a community, each RCMP detachment is responsible for carrying out a variety of programs aimed at improving public safety (e.g., prevention and education). Program performance will be monitored by determining whether the performance agreements undertaken annually with our contract partners are being met and by survey responses from our contract partnering communities

3.5 Community, Contract and Aboriginal Policing Directorate – For both provinces and territories, develops and implements policies, strategies and models for community, contract and Aboriginal policing activities, and is responsible for; policies concerning crime prevention and victim services; police service agreements including services provided to Aboriginal communities; research and development of policing models, tools and technologies; roadway safety; critical incident standards; and, youth policies. Program performance will be monitored by survey responses from our contract partnering communities

5.1 Air Services – Provides a safe, effective and cost efficient air service to the RCMP in support of its mandate to maintain peace and security for the nation by applying the highest principles of aviation safety, providing a professional and well-trained group of pilots and technicians, and ensuring the cost-effective use of available resources. Potential performance indicators include:

- Education provided to and/or undertaken by employees (e.g aviation regulatory violations, certification to Transport Canada standards, annual currency training and bi-annual check rides)
- Tracking of rotor wing hours dedicated to Aboriginal communities and persons
- Progress on the implementation of a new Flight Data Management System

7.3 Canadian Police College – Provides investigative and management training to police services focused on the particular needs of policing in Aboriginal communities, such as the Integrated Domestic Violence Course and the Organize Crime Disruption Course. Program performance will be monitored by the following key indicators:

- The number of courses provided, reviewed or updated
- The level of client satisfaction based on survey results

Key Partners

Aboriginal communities and leaders; national Aboriginal organizations; Indian and Northern Affairs Canada (INAC); Department of Justice (DOJ); Correctional Service of Canada (CSC); Office of the Federal Interlocutor for Métis and Non-status Indians; Department of Fisheries and Oceans (DFO); Citizenship and Immigration Canada (CIC); Health Canada; the Office of the Federal Interlocutor (OFI); Indian Residential Schools Reconciliation Canada (IRSRC); Service Canada; Canadian Wildlife Service; Parks Canada; Commission for Public Complaints against the RCMP; Status of Women Canada; First Nations Inuit Health Branch; Department of National Defence (DND); Statistics Canada and the Canadian Centre for Justice Statistics; Senate of Canada; Canadian Heritage; Human Resources Development of Canada (Department of Social Development) (HRDC) (DSD); provincial Attorneys General; provincial/ territorial health officials; Major NGOs: Assembly of First Nations (AFN) and provincial bodies; Native Women's Association of Canada (NWAC); Inuit Tapiriit Kanatami; Métis National Council (MNC) and its provincial affiliates; Métis Settlements General Council and Métis Settlements; Canadian Association of Friendship Centres; Centre for Suicide Prevention; CrimeStoppers; Canadian Association of Chiefs of Police (CACP) and its provincial affiliates; Canadian Centre on Substance Abuse; Canadian Mental Health Commission; Canadian Education Association; Public Health Agency of Canada; Canadian Heritage; and Public Safety Canada (PS)

SECTION III: SUPPLEMENTARY INFORMATION

Table 1: RCMP Link to Government of Canada Outcomes

The RCMP's Program Activity Architecture (PAA), provided on page 22 in Section I, contains five Strategic Outcomes: Quality Federal Policing, Quality Contract Policing, Quality Policing Support Services, Grants & Contributions, and Minimized Risks to Public Safety from Firearms.

The following table provides a high level summary of the RCMP Strategic Outcomes which contributes to the 13 Government of Canada Outcomes. Additional information on the RCMP's contributions can be found within Canada's Performance Report 2006-07 and the RCMP's Departmental Performance Report (DPR) 2006-2007.

Strategic Outcome: Quality Federal Policing			
Program Activity	**Planned Spending ($ millions)**		
	2008-2009	**2009-2010**	**2010-2011**
1. Federal & International Operations	$802.6	$824.4	$828.2
2. Protective Policing Services	$204.3	$190.5	$153.0
Expected Results	**Alignment to Government of Canada Outcome Areas**		
• Reduced impact of organized crime • Reduced threat of terrorism • Safe and secure society	**Primary Contribution:** • Safe and secure communities **Secondary Contributions:** • Strong economic growth • Clean and healthy environment • Fair and secure marketplace • Healthy Canadians • Diverse society that promotes linguistic duality and social inclusion • Safe and secure world through international cooperation • Strong and mutually beneficial North American partnership		

Strategic Outcome: Quality Contract Policing			
Program Activity	**Planned Spending ($ millions)**		
	2008-2009	**2009-2010**	**2010-2011**
3. Community, Contract and Aboriginal Policing	$1,045.2	$998.3	$986.1
Expected Results	**Alignment to Government of Canada Outcome Areas**		
• Highest quality police services/programs • Prevention and reduction of youth involvement in crime as victims and offenders • Safer and healthier Aboriginal communities	**Primary Contribution:** • Safe and secure communities **Secondary Contributions:** • Clean and healthy environment • Healthy Canadians • Diverse society that promotes linguistic duality and social inclusion • Vibrant Canadian culture and heritage		

Strategic Outcome: Quality Policing Support Services			
Program Activity	**Planned Spending ($ millions)**		
	2008-2009	**2009-2010**	**2010-2011**
4. Criminal Intelligence Operations	$74.9	$75.0	$77.7
5. Technical Policing Operations	$216.2	$217.1	$212.3
6. Policing Support Services	$69.3	$68.8	$69.2
7. National Police Services	$159.3	$156.8	$149.3
Expected Results	**Alignment to Government of Canada Outcome Areas**		
• Leading-edge policing and security technology • Comprehensive, real-time intelligence and threat assessments • Increased efficiency and effectiveness of policing • Timely and high quality scientific tools, techniques and information management technology • High quality learning and training opportunities and support	**Primary Contributions:** • Safe and secure communities • Safe and secure world through international cooperation **Secondary Contributions:** N/A		

Strategic Outcome: Grants and Contributions			
Program Activity	**Planned Spending ($ millions)**		
	2008-2009	**2009-2010**	**2010-2011**
Pension Under the *RCMP Pension Continuation Act*	$23.0	$23.0	$23.0
Grant to compensate members of the RCMP for injuries received in the performance of duties	$69.3	$75.7	$82.0
Grant to survivors of member of the RCMP who have lost their lives while on duty	$2.2	$2.2	$2.2
Expected Results	**Alignment to Government of Canada Outcome Areas**		
N/A (primarily statutory)	**Primary Contribution:** N/A **Secondary Contribution:** • Income security		

Strategic Outcome: Minimized Risks to Public Safety from Firearms			
Program Activity	**Planned Spending ($ millions)**		
	2008-2009	**2009-2010**	**2010-2011**
Firearms Registration *	$13.6	$13.6	$13.6
Firearms Licensing and Support Structure *	$62.9	$62.9	$62.9
Expected Results	**Alignment to Government of Canada Outcome Areas**		
• Reduced access to firearms for those who pose a threat to public safety • Useful information made available for policing and law enforcement purposes • Safe use and storage of firearms • Increased understanding and knowledge of program requirements by clients, community organizations and Canadians	**Primary Contribution:** • Safe and secure communities **Secondary Contribution:** N/A		
Note: * For more information, please also refer to the separate Special Chapter on the Canada Firearms Centre on page 95.			

Table 2: Sustainable Development Strategy (SDS)

Safe Homes Sustainable Communities (2007-2009)
Royal Canadian Mounted Police 4th Sustainable Development Strategy

Sustainable Development is achievable through making well-planned decisions in the present that will enable communities to flourish over the long term. Characteristics that define Sustainable Communities include a healthy natural environment, stable and supportive social fabric, and economic integrity. In this regard, Sustainable Development is inherent in the very nature of RCMP operations where, for over 130 years, our relationship with Canadians has focused on supporting and nurturing the long-term health, wellness and public safety of the communities we serve.

Through traditional and non-traditional policing roles, the RCMP ensures both short- and long-term outcomes for communities and individuals including the safeguarding of personal rights and freedoms; the reduction of crime and the fear of crime; crime prevention; economic security and integrity; and social development. The corporate framework that supports our operational mandate further enables these outcomes through best practices and strategies that aim to protect environmental systems while reflecting community needs and values. With performance plans established under three key priorities of Sustainable Communities, Corporate Governance and Environmental Stewardship, the RCMP's 4th sustainable development strategy, *Safe Homes – Sustainable Communities (2007-2009)*, continues to focus on enhancing our policing operations and corporate management practices with sustainability in mind, to add a new dimension to the immeasurable value that our officers bring to the lives of individuals and families everyday.

Sustainable Development Priority 1 – Sustainable Communities

SDS Departmental Goals:	Departmental Driver:
Sustainable Communities – *Healthier and Safer Communities*	The need for long-term health, wellness and security of communities
Corporate Governance – *Sustainable Development is a way of doing business for organizations of excellence*	The need for organizations to be responsible for their decisions and actions
Environmental Stewardship – *RCMP physical operations support long-term conservation, protection and restoration of our natural resource systems*	The need to effectively conserve, protect and restore our natural resource systems

RCMP SDS Target: Sustainable Communities – Healthier and Safer Communities	
Federal SD goal including Greening Government Operations (GGO) goals	**Performance measurement from current SDS / Department's expected results for 2008–2009**
1A. Community Partnerships Federal SD Goal V – Sustainable Communities	
1.1.1 Effective partnerships with communities supporting sustainable development are increasing annually	RCMP Volunteerism *Total volunteers/annum (#), Total volunteer hours/ annum (hrs)*
1B. Aboriginal Communities Federal SD Goal V – Sustainable Communities	
1.1.2 Capacity to provide culturally sensitive police services is increasing annually	Degree of Aboriginal Perceptions Training among regular members *Total members (#), Total members completed Aboriginal Perceptions Training (#)*

RCMP SDS Target: Sustainable Communities – Healthier and Safer Communities (continued)	
Federal SD goal including Greening Government Operations (GGO) goals	**Performance measurement from current SDS / Department's expected results for 2008–2009**
1C. Youth Federal SD Goal V – Sustainable Communities	
1.1.3 Capacity to provide specialized policing services focused on Youth is increasing annually	RCMP members designated as Youth Officers *Total RCMP Youth officers (#)*

Sustainable Development Priority 2 – Corporate Governance

RCMP SDS Target: Corporate Governance – *Sustainable Development is a way of doing business for organizations of excellence*	
Federal SD goal including Greening Government Operations (GGO) goals	**Performance measurement from current SDS / Department's expected results for 2008–2009**
2A. Environmental Management Systems Federal SD Goal VI – Governance for Sustainable Development	
2.1.1 Management Systems to effectively address environmental regulatory obligations, government policy requirements and public expectations are in place by 2010	Availability and completeness of environmental information to help guide and support sound decisions *Total SD programs requiring risk-based mitigation strategies (#); Total programs with data requirements identified (#)*
2B. Sustainable Business Practices Federal SD Goal VI – Governance for Sustainable Development	
2.1.2 Integration of Sustainable Development Principles into RCMP Business Practices is increasing annually	Degree of integration with RCMP business planning *Total integrations annually under Environmental Scan, Directional Statement, Balanced Scorecard, Asset Management Plan, Project Delivery System, Treasury Board submissions, RPP, DPR (#)*
2C Green Procurement Federal SD Goal VI – Governance for Sustainable Development; and Greening Government Operations Goal: Green Procurement	
2.1.3 Integration of Green Procurement into RCMP's way of doing business is increasing annually	Materiel managers and procurement personnel with green procurement training *Total materiel managers and procurement personnel (#); Total materiel managers and procurement personnel with green procurement training (#)* Degree of utilization of PWGSC Standing offer agreements (SOA) respecting Green Procurement *Total PWGSC SOAs respecting green procurement in place for RCMP use (#); Total call-ups against SOAs (count)* Ethanol blended fuel purchased for RCMP fleet *Total E10 fuel purchased (L);* *Total vehicle fuel purchased (L)*

Sustainable Development Priority 2 – Corporate Governance (continued)

RCMP SDS Target: Corporate Governance – *Sustainable Development is a way of doing business for organizations of excellence*	
Federal SD goal including Greening Government Operations (GGO) goals	**Performance measurement from current SDS / Department's expected results for 2008–2009**
2D. Capacity Building Federal SD Goal VI – Governance for Sustainable Development	
2.1.4 Integration of sustainable development into training and development for RCMP employees is increasing annually	Sustainable Development oriented training courses developed and delivered to RCMP employees *Total SD courses/training sessions developed (#); Total course/training sessions delivered by type (#); Total participants by type (#)*
2.1.5 Increased support and participation for interdepartmental initiatives and programs for sustainable development	Active participation in interdepartmental initiatives *Total active participations including Sub-Committee for Canadian School of Public Service SD Training initiative and other cross-departmental projects (#)*
2E. Communications Federal SD Goal VI – Governance for Sustainable Development	
2.1.6 Communications for RCMP sustainable development program are improving	Sustainable Development communications initiatives developed and delivered to RCMP employees *Total communications initiatives developed (#); Total initiatives delivered (#)*

Sustainable Development Priority 3 – Environmental Stewardship

RCMP SDS Target: Environmental Stewardship – *RCMP physical operations support long-term conservation, protection and restoration of our natural resource systems*	
Federal SD goal including Greening Government Operations (GGO) goals	**Performance measurement from current SDS / Department's expected results for 2008–2009**
3A. Green Building Design & Energy Federal SD Goal III – Reduce Greenhouse Gas Emissions; and Greening Government Operations Goal: Building Energy	
3.1.1 Through awareness, education and policy integration, environmental and energy design ratings of RCMP portfolio are improving	Buildings constructed with green considerations *Total new buildings constructed (#); Total new buildings constructed with green considerations or objectives (#)*
3.1.2 Greenhouse Gas (GHG) emissions per facility square meter is decreasing annually	GHG emissions per annum *Measures as per existing GHG calculations*

Sustainable Development Priority 3 – Environmental Stewardship (continued)

RCMP SDS Target: Environmental Stewardship – *RCMP physical operations support long-term conservation, protection and restoration of our natural resource systems*	
Federal SD goal including Greening Government Operations (GGO) goals	**Performance measurement from current SDS / Department's expected results for 2008–2009**
3B. Contaminated Sites Federal SD Goal I, IV – Clean Water, Sustainable Use of Natural Resources	
3.1.3 Financial liability (as defined by the Treasury Board) of known contaminated sites and unknown risk of RCMP portfolio reduced annually	Financial liability of RCMP portfolio within Treasury Board Federal Contaminated Sites Action Plan (FCSAP) Program *Financial liability of RCMP portfolio within TB FCSAP program ($)* Sites with completed Step 1 and/or Step 2 assessments *Total sites with step 1 and/or step 2 assessments completed (#); Total sites within RCMP portfolio (#)* Degree of sites with completed storage tank inventories for reportable and non-reportable tanks sub-target 1: 100% Reportable tanks by 2007 sub-target 2: 100% of non-reportable tanks by 2009 *Total reportable tanks (#); Total non-reportable tanks; Total sites with inventories completed for a) reportable tanks and b) non-reportable tanks (#)*
3C. Potable Water Federal SD Goal I – Clean Water	
3.1.4 Potable Water systems managed in accordance with RCMP policy is increasing	Potable water systems managed in accordance with RCMP standard operating procedures for Potable water systems *Total potable water systems (#);* *Total potable water systems operating in accordance with SOP requirements (#)*
3D. Hazardous Materials Federal SD Goal II – Clean Air	
3.1.5 Capacity to manage hazardous building materials and hazardous waste is increasing annually	Management/abatement plans in place for buildings with confirmed hazardous materials *Total plans developed (#);* *Total buildings with confirmed hazardous materials (#)* Facilities with confirmed halocarbon inventories *Total RCMP sites (#);* *Total sites with confirmed inventories (#)*

Supplementary Information

Sustainable Development Priority 3 – Environmental Stewardship (continued)

RCMP SDS Target: Environmental Stewardship – *RCMP physical operations support long-term conservation, protection and restoration of our natural resource systems*	
Federal SD goal including Greening Government Operations (GGO) goals	**Performance measurement from current SDS / Department's expected results for 2008–2009**
3E. Fleet Management Federal SD Goal II, III – Clean Air, Reduce Greenhouse Gas Emissions; and Greening Government Operations Goals: Vehicle Fleets & Green Procurement	
3.1.6 Operational strategies for mitigating environmental impacts of RCMP fleet improved by 2010	Ethanol blended fuel purchased for RCMP fleet *Total E10 fuel purchased (L);* *Total vehicle fuel purchased (L)*
3.1.7 Reduce GHG emissions per vehicle kilometre from RMCP fleet by 2010	GHG emissions per vehicle kilometre *Total GHG emissions for RCMP fleet (CO_2-eq);* *Total fleet kilometres (km)*
Objective: 3.2 Environmental considerations are integrated into life cycle of RCMP policing operations	
3F. Policing Operations Federal SD Goal IV – Sustainable Use of Natural Resources	
3.2.1 Capacity for providing ongoing support to operations to integrate environmental considerations into policing initiatives is improving	Degree of response to operational calls for service *Total calls for service (#);* *Total SD responses or follow-up action (#)*

The following tables are available on the Treasury Board Secretariat's website at:
http://publiservice.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp

Table 3: Details on Transfer Payment Programs (TPPs)

Table 4: Evaluations

Table 5: Green Procurement

Table 6: Horizontal Initiatives

Table 7: Internal Audits

Table 8: Services Received Without Charge

Table 9: Sources of Respendable and Non-respendable Revenue

Table 10: Status Report on Major Crown Projects

Table 11: Summary of Capital Spending by Program Activity

Table 12: User Fees

SECTION IV: OTHER ITEMS OF INTEREST

Corporate Areas

Corporate Management and Comptrollership (CM&C)

Given the internal environment in 2007-2008, CM&C has created a vision for the medium- to longer-term. This vision will be driven by the RCMP's strategic goal of providing safe homes and safe communities across Canada and its associated strategic priorities and outcomes into 2008-2009 and beyond. The vision identifies four groups of opportunities, which have the greatest potential for improving operational and service delivery, and accountability. In general, the opportunities can be described as:

Governance, defined as an organization's strategic management regime(s) and structures, will focus on strengthening senior executive decision making and the development of major program proposals involving resource allocation and reallocation decisions.

Service Delivery opportunities will be directed towards achieving the greatest possible flexibility in our structure and processes to help ensure that the RCMP can be well positioned in meeting its unique operational requirements and delivering its policing mandate.

Accountability opportunities, defined as the obligation to demonstrate and take responsibility for performance in light of agreed to expectations, will strive for greater active monitoring and reporting of compliance with legislation, policy and procedures to help ensure the integrity of managerial decision-making associated with the use of financial and assets resources.

Opportunities related to **People** means that CM&C hires and retains staff with the right skill sets to meet the diverse financial and administrative needs of the RCMP.

These four opportunities have the potential to achieve greater operational and service delivery flexibility; to further optimize and leverage available resources; and to help reinforce accountability across the organization. They also complement many Government-wide priorities such as accountability and the integrity of government administration.

Within the RCMP, there are ongoing pressures for CM&C to meet operational and other needs and challenges through the provision of sound finance, asset and facility management, procurement and contracting policies, systems, services and support. Functional specialists in finance, assets and procurement will be at the center of the RCMP's responses to these challenges.

One of the most critical realities, however, is that the RCMP has increasingly less and less financial flexibility; the margin between expenditures and available budgets is extremely limited.

Therefore, as the RCMP's functional authority for financial resources and assets, CM&C's ongoing challenges include:

- Providing timely, relevant functional direction, guidance and control to contribute to the sound stewardship of a $4B annual budget; $1.3B in revenues; and more than $2.3B in assets (replacement value)
- Providing integrated policy and directional frameworks and policy interpretation and guidance to 26,000 clients/employees at National Headquarters, in four Regions, 15 Divisions and 750 Detachments. Such frameworks include financial management; accounting and control; contracting and procurement; more than 40 categories and sub-categories of assets including land, buildings and vehicle fleets; environmental; and other issues
- Ensuring that the RCMP meets its government legislative and policy requirements in more than 50 different areas such as the *Financial Administration Act*, Accounting Policies and Standards, Management of Major Crown Assets, Real Property (Isolated Posts and Government Housing) and Contracting Policy and Regulations

- Ensuring CM&C contributes to the achievement of the RCMP's mandate, mission and strategic priorities
- Ensuring the efficiency, timeliness and high quality of thousands of accounting, contracting and procurement and other transactions totalling in the hundreds of millions of dollars annually across the Force
- Ensuring the continued integrity of the RCMP's crucial Parliamentary and Central Agency accountability and reporting such as the Report on Plans and Priorities (RPP) and Departmental Performance Report (DPR), key accountability documents for the Commissioner and the RCMP; the Management Accountability Framework (MAF); the Annual Reference Level Update; the Public Accounts; the Main and Supplementary Estimates; and others
- Providing a positive and productive working environment with an emphasis on ethics and values, communications and sound human resource management and development consistent with RCMP workplace priorities
- Representing the best interests of the RCMP at all times and ensuring productive working relationships with Central Agencies including the Treasury Board Secretariat, the Office of the Auditor General, the Office of the Comptroller General and Public Works and Government Services Canada

Ultimately, CM&C remains committed to its three strategic outcomes in support of the RCMP: (1) the sound and rigorous stewardship of RCMP resources; (2) the best financially and administratively managed organization in Government; and (3) quality service to clients.

Internal Audit, Evaluation and Review

A key element of the governance structure of the RCMP includes the provision of strategic, high quality and professional internal audit, program evaluation and review services. The development/implementation of policies, standards, tools and procedures – as well as annual/long-term risk-based audit/evaluation plans – also serve to support government-wide and Force priorities.

Internal Audit – We have an effective internal audit function that has been cited as "Notable" by the Treasury Board Secretariat (TBS) in its annual Management Accountability Framework Assessment of the RCMP. In 2007-2008, Internal Audit will continue to provide assurance services on risk management, control and governance processes consistent with the *International Standards for the Practice of Internal Audit.*

A new Treasury Board (TB) Policy on Internal Audit came into effect on April 1, 2006 and is required to be fully implemented by April 1, 2009. The implementation of this policy was a multi-year initiative requiring additional resources, a carefully planned transition and monitoring of results. Remaining elements of the TB Policy requiring implementation in the RCMP include the following:

- An independent audit committee with members drawn from outside the federal government
- An increased role for the audit committee
- The provision of an annual holistic opinion on the adequacy and effectiveness of risk management, control and governance processes

As part of the Internal Audit, Evaluation and Review's Balanced Scorecard, measures have been developed to track Internal Audit performance. These measures include, but are not limited to, the level of compliance with *International Standards for the Practice of Internal Audit*, the percentage of Audit plans completed and satisfaction levels of employees external stakeholders.

Evaluation – In June 2007, the Chief Audit Executive presented a risk-based evaluation plan that focused the Evaluation Directorate's limited resources on addressing mandatory evaluations, as per TB funding decisions. The plan was approved by the RCMP's Audit and Evaluation Committee and in accordance with TB policy, a copy of the plan was forwarded to Treasury Board.

The Evaluation Directorate provides independent, critical and objective analysis on program activities to facilitate decision making on the RCMP's strategic priorities. Such analysis highlights best practices, challenges and resource issues. Major program evaluations are now being performed internally by Evaluation Directorate personnel, a significant change from previous years during which evaluations were

contracted out to external service providers. In addition, the Evaluation Directorate continues to provide advice and guidance on horizontal initiatives such as marine security, First Nations organized crime and war crimes.

The Evaluation Directorate is preparing to implement the proposed new TB policy on Program Evaluation, which will require evaluation coverage of all of the RCMP's direct spending over a five-year cycle. Funding has been received from the Treasury Board to fulfill the new evaluation requirements stemming from the *Federal Accountability Act*. In this regard, the Evaluation Directorate is preparing for a future role of providing greater input and guidance on the use of performance measurement in the Force.

The Evaluation Directorate is a relatively new program area for the RCMP and it continues to mature with the addition of qualified program evaluators. Performance of the Evaluation Directorate is measured through ongoing monitoring of evaluation project completions, client satisfaction and input from Treasury Board. As the Evaluation Directorate develops sufficiently, baseline information is being collected to allow for the setting of future performance benchmarks.

The greatest challenge facing the Evaluation Directorate in the near future is the fact that planned evaluation activity greatly exceeds current capacity. This pressure is being addressed through current staffing initiatives and is expected to result in future growth. An additional challenge is created by the existence of a very limited pool of qualified and experienced evaluators throughout the private and public sectors. Demand amongst all levels of government and private industry for these resources is expected to remain high, furthering the pressure in this competitive market.

Management Review (MR)/Unit Level Quality Assurance (ULQA) – To ensure responsible programs and services, an effective operations-oriented review program is in place. Management Review / Unit Level Quality Assurance programs and tools, including risk management principles and regional review service groups, serve to promote effective program implementation.

Performance is measured by the percentage of management action plans implemented in response to MRs. An enterprise web-based reporting system that effectively tracks and reports on the recommendations and effectiveness of the MR, at all levels and across the RCMP's business lines, is being developed.

The Unit Level Quality Assurance (ULQA) process is partially incorporated into the Annual Performance Plan (APP). ULQA and APPs share some common processes and their integration ensures that Detachment and Unit Commanders have only one master document to manage when considering their planning and monitoring activities. Approximately 1,000 units now have a ULQA/APP in place, and therefore trends will be identifiable.

Information Management/ Information Technology (IM/IT)

As has been the case over the last few years, several key factors will continue to impact on the IM/IT community:

- Technology's expense – Although many IM/IT programs have merit, funds are limited
- Evergreening – Given technology's expense, there is a need to keep systems and equipment operational for as long as possible
- Research and development – The rapid evolution of technology presents challenges for law enforcement to keep pace
- Challenges of international policing – Such as the requirement of partnerships and relationship building, as well as issues of compatibility and interoperability goals versus privacy concerns

In 2008-2009, the Chief Information Officer (CIO) Sector will continue to address these issues and is committed to further strengthening the management of its IM/IT resources in support of the RCMP's strategic goal of providing safe homes and safe communities for Canadians.

CIO Sector activities will be influenced by three key challenges:

- **IM/IT Infrastructure Capacity** – Enhancing the IM/IT infrastructure to meet the demands of an ever changing and expanding environment
- **IM/IT Service Delivery** – Improving the quality, performance and delivery of IT services that support the Canadian police community. Improvements to the organizational infrastructure

would benefit all applications accessed by RCMP partners, including the public and law enforcement agencies

- **Interoperability** – Interoperable systems and applications provide police officers with the means to gather, share and disseminate information with the law enforcement community. Many systems and applications that are utilized by the law enforcement community are developed, enhanced and maintained by the RCMP. With policing becoming more technology-dependant, it is important that the full operational potential of technology investments is realized

Performance will be measured by the successful implementation and completion of planned activities that are in support of the key challenges. These activities include:

- Further developing information systems and technology to facilitate the gathering and management of information, the creation of intelligence, and the cooperative and coordinated exchange between partners. These systems and technology include integrated operational mechanisms such as the Police Reporting and Occurrence System (PROS), the Police Records Information Management Environment of British Columbia (PRIME BC), and the CIO Sector's contribution to the National Integrated Interagency Information (N-III) System (gathering records management systems information published from police services across Canada)
- Continuing work on the Real Time Identification (RTID) project that will re-engineer systems and processes used for fingerprint identification, civil clearances and criminal records maintenance, and the transfer from the current paper-based workflow to an electronic workflow
- Implementing end-to-end performance monitoring and testing IT management tools, which will provide the ability to gather metrics, as well as predict and isolate problems within the RCMP's enterprise common services
- Providing a secure, robust, highly available, scalable and supported web hosting environment to meet the RCMP's growing demand to host web applications and web content
- Updating the secure classified environment infrastructure, which includes the deployment and support of secure applications required to meet the mandate of National Security Criminal Investigations
- Continuing to work on radio replacement/ modernization projects underway or planned to address operational and safety concerns
- Strengthening Canada's criminal intelligence community by providing the expertise and support required to share criminal intelligence among Criminal Intelligence Service Canada (CISC) member agencies using the Automated Criminal Intelligence Information System and by participating in ensuring state-of-the-art technology for the future
- Implementing network upgrades to meet the demands of an expanding IM/IT environment

As a key member of the federal justice community, the CIO Sector has important responsibilities in working to ensure that existing and planned IM/IT systems are compatible and consistent with one another, as well as part of the vital support systems within the larger criminal justice system. The CIO Sector's goal is to optimize the use of compatible systems by the Canadian law enforcement community to ensure that information and intelligence is accessible and available to those who need it in a timely manner.

By leveraging common IM/IT investments, there are potential benefits for all partners:

- Integrated information and intelligence
- Interoperability and compatibility with existing and planned systems
- Effective and responsible resource management
- Enhanced support of the criminal justice system in sustaining a coordinated public safety effort

Strategic Policy and Planning

The RCMP has a structured planning cycle. Using the latest environmental scan as a starting point, priorities are chosen resulting in the development of strategies. Using the Balanced Scorecard (BSC) methodology, strategies are developed and aligned across the organization. Business plans are prepared at the division level and aggregated into program activity plans. All business plans capture: an environmental scan, an identification of risks and

mitigation strategies; an identification of unfunded pressures; initiatives aligned with critical objectives emanating from the strategic priorities; and an articulation of initiatives in support of a division or program activity strategy, as well as a breakdown of all activities according to the Program Activity Architecture. In addition, funding for initiatives that are no longer strategic priorities are assessed for reallocation to higher priority initiatives once the balance of risks has been completed.

The Strategic Policy and Planning Directorate (SPPD) reviews the divisional and business line plans in order to ensure the corporate planning is aligned to operational priorities. Plans presented, which do not support the organizational strategy, are challenged and refined as necessary.

All identified unfunded pressures are supported by a comprehensive business case, approved at the Deputy Commissioner level. The collective pressures are then analyzed and prioritized using an RCMP developed prioritization tool. This tool weighs the pressure against factors such as: public safety; alignment with government priorities; alignment with RCMP priorities; and value for investment. This close examination results in a prioritized list of unfunded pressures for budgetary consideration.

SPPD tracks and analyzes key Government of Canada initiatives and the impact on the organization. In addition, it plays a coordination function to ensure that the RCMP is knowledgeable of and involved in the development and implementation of Government-wide policy processes/initiatives (e.g., Memorandum to Cabinet). The Directorate is also responsible for the ongoing monitoring of the external environment to ensure that the organization is prepared to meet challenges and take advantage of opportunities in its operating environment.

Strategic Planning and Performance Management – Strategic planning is imperative to a well-functioning organization. It guides decision making, facilitates effective use of resources and provides critical feedback. Our planning cycle is based on a continuously integrated approach and is augmented by strategic activities meant to enhance and support informed decision making.

Our planning cycle is highlighted by three significant periods of review.

First review (late spring):

- Focus on trends and issues identified in the environmental scan as well as from criminal intelligence and field input
- Identification of national and international trends that may impact on our operations supplemented with knowledge gained from use of annual core surveys. The surveys are designed to measure perceptions and satisfaction levels of Canadian citizens, policing partners, clients, stakeholders and employees on our plans, priorities, programs and services
- Annual findings of the Criminal Intelligence Services Canada report of integrated provincial and national threat assessment of organized and serious crime

The outcome of this review either confirms or refocuses our priorities to better reflect the needs of Canadians within a three- to five-year horizon. With the issuing of the Commissioner's Directional Statement, all levels of the RCMP begin to focus on their respective responsibilities and what plans could enhance the delivery of our services to Canadians.

Second review (fall):

- Mid-year check on progress against strategic priorities, commitments and objectives
- Adjustments as required to ensure continued results and value to Canadians
- Program directions and priority activities determined for the coming fiscal year
- Initiation of business planning process in operations

Once complete, corporate-level business plans are then developed. The lag ensures these plans reflect the priorities and needs of operations.

Third review (late winter):

- Program Activity and corporate plans are reviewed in order to determine appropriateness of support for operational priorities
- Financial support for strategic objectives are determined

Although each area of review has a specific focus, they also offer opportunities for ongoing review and forecasting. They are critical to determining our effectiveness or if adjustments are required. In order to support more immediate requirements for informed decision making, a quarterly performance reporting cycle is also in place, allowing for the continuous tracking of initiatives and expected outcomes.

National Business Plans – The Planning and Performance Management Unit is responsible for providing the necessary leadership and direction to ensure robust business planning in the RCMP.

Divisional Business Plans – As is the case with their Headquarters counterparts, business plans at the division level are required. Not only do they reflect a clear understanding of our national strategic priorities and the "fit" with their activities, there is a comprehensive understanding of local issues and priorities.

Environmental Scanning – Every three years, SPPD produces a comprehensive environmental scan (e-scan) which highlights the macro-level trends, both international and domestic, shaping the RCMP's operating environment. The RCMP's 2007 Environmental Scan can be found by visiting: www.rcmp.ca/enviro/2007/index_e.htm.The e-scan is divided along seven dimensions: Demographics; Society; Economy; Politics and Government; Science and Technology; Environment; and Public Safety and Security.

In each of the two intervening years, a more focused scan on an emerging/emergent issue(s) of importance to the organization and our partners is produced. For example, in 2006, a *Feature Focus* on Youth Gangs and Guns was produced and has subsequently become a reference document for law enforcement organizations both in Canada and the US. This document can be also be located on our website (www.rcmp.ca/focus/youth_gun/toc_e.htm).

Core Surveys – Surveys are conducted on an annual basis in an effort to capture baseline opinion data regarding our performance. Questions predominantly focus on levels of satisfaction. For example: our role in safe homes and safe communities; quality of service; professionalism; sensitivity; community involvement; visibility; value of partnerships; and communication. Populations canvassed include: the general Canadian population; clients of Contract Policing; policing partners; employees; and stakeholders.

The survey results are used as metrics to inform managers on the progress of their objectives and as reference material for the further development of their plans and priorities.

When combined, common messages emerge from the various core survey results. The RCMP's contribution to ensuring the safety of our homes, communities and country is perceived as important. Our organization is viewed as professional, with integrity and honesty valued. However, the sharing of communication regarding the nature of and rationale behind our activities continues to be an area for improvement.

Consultation and Engagement – The Directorate is actively developing a consultation and engagement strategy aimed at our partners and stakeholders in the Government of Canada. The focus will be on the implementation of this strategy in the coming months. The objectives of the strategy are as follows:

- To gain a better understanding of the priorities and challenges facing other organizations
- To determine how the RCMP can align priorities and plans with those of our partners
- How to address common challenges

The Balanced Scorecard – Our Performance Management System: The Balanced Scorecard (BSC) was adopted by the RCMP as its tool for furthering strategy-focused, performance-managed business planning. It allows us to manage and measure our performance against our strategic priorities and objectives. In addition, it facilitates proactive planning, which is essential for clarifying objectives and actions, for identifying areas where resources could be used more efficiently to improve the delivery of RCMP programs and services.

In essence, the BSC guides us in gauging critical intangibles such as people, data and environment and assists all levels of management in identifying what key factors will enable business "success" or goal achievement. It also gives us the ability to tell the RCMP story by demonstrating "what we do and why" and to gain recognition for the critical role we play in providing safe homes and safe communities for Canadians.

Other benefits of the Balanced Scorecard include: determination of managerial accountability in achieving performance results; communication of

strategic priorities across an organization; clarity and transparency around the allocation of resources; and consistent reporting on results. With the alignment of operations and objectives, this ensures resources deliver value and are used in the best possible way.

Performance reporting to our Senior Executive Committee (SEC), chaired by the Commissioner, has followed a rigorous and demanding schedule so that a culture of performance management is maintained within our organization. The use of the BSC is now firmly entrenched as an integral part of our daily business practices and is a contributing factor towards the advancement of our strategic priorities.

For more information on the BSC, please go to: www.bscol.com

For more information on performance management in the RCMP, please see: www.rcmp-grc.gc.ca

Annual Performance Plans – The Annual Performance Plan (APP) is a tool which allows Detachment and Unit Commanders to strategically address national, divisional and local priorities.

The APP:

- Includes the common elements of some established initiatives (Bridging the Gap, risk assessment, community consultation, etc.)
- Aligns with our integrated planning cycle
- Allows information to be aggregated and moved up to senior levels
- Contains a mechanism to report to communities (recommendation of the Office of the Auditor General)

Performance plans capture key information for all levels of the organization that:

- Outline areas of risk associated with the objectives of the strategy and strategies to address those risks
- Capture performance relative to desired targets
- Provide tangible and quantifiable feedback to clients, partners, stakeholders and personnel
- Assist in identifying and responding to competency gaps

Performance plans also:

- Help our employees focus energies towards priorities
- Ensure alignment throughout the organization
- Establishes clear accountabilities within Detachments/Units
- Communicates the value of individual contribution to organization's goals thus fostering commitment

The APP responds to issues identified or recommendations made in an OAG November 2005 report. Specifically, it was recommended that,

> *"...the RCMP, in consultation with communities it serves, should establish community plans setting out the expectations for performance, the RCMP's commitment and the identification of their priorities. The RCMP should also track its progress towards meeting agreed upon performance and report to the client regularly."*

In accordance with the recommendations, the APP includes consultation with the community and measures success against the established objectives of the plan. The APP is signed off with communities and feedback on the progress of the plan is provided regularly.

In the fall of 2006, approximately 750 Detachments completed their Performance Plan. The APP is expected to make a significant impact on the way business is conducted.

Human Resources

In 2006/2007, the HR Sector completed a comprehensive review of its operating environment and developed a new strategic framework and supporting initiatives for 2007/2008. These were multi-year initiatives that continue to be relevant for 08/09. We are currently developing more specific activities that will be undertaken as part of these broader initiatives. It has been challenging for us to do this at an earlier stage in the planning cycle for 2008/2009 due to an atmosphere of considerable change and uncertainty. The *Task Force on Governance and Cultural Change in the RCMP* has recently completed its review of cultural and governance issues in the RCMP, and have provided a number of significant recommendations with

substantial HR implications. The HR Sector will play a very prominent role in addressing the identified concerns in the areas of leadership development, workload levels, staffing and promotions processes, employee performance management and the discipline system.

The HR Sector has, in fact, already made substantial efforts to identify improvements in a variety of HR functions that would address weakness in these areas. We recognize that such efforts are essential in order to help the RCMP recruit new employees, and retain and fully engage existing employees. However, the HR Sector needs to increase its efforts to work with both internal and external partners on determining *how* the transformational changes that will be required can be fully implemented throughout all levels of the RCMP. It is the actual execution of new strategies for HR management that has proven to be the most challenging in the past. The following sections on key HR functions address the improvements we plan to focus on in 2008/2009.

Recruiting – It is crucial that the RCMP maintains the National Recruiting Program strategy in meeting operational recruiting requirements. Recruitment of Regular and Civilian members in support of all policing priorities, including the RCMP Strategic Priorities, is a significant undertaking for the HR Sector and, as such, is incorporated in the Senior Executive Committee's Strategic priority map under L.3 "Attract, develop, retain and support our employees." It is an organizational priority because:

- Changing organizational demographics and increasing expectations for service present ongoing human resource challenges
- The RCMP is committed to fulfilling its policing obligations
- Attracting the next generation of talent will be critical to ensuring the ongoing effectiveness of police services

There is a continuing need for a proactive approach to recruiting due to a number of environmental factors including: increasing demands for service at the International, Federal, Provincial and Municipal levels; increasing retirements within the RCMP; low unemployment rates; a shrinking demographic market (youth) who have expressed an interest in a policing career; and competition from not only other policing agencies, but also other work sectors across Canada who require similar skill sets.

In 2008/2009, the National Recruiting Program will continue to improve its intelligence-led recruiting efforts and processes for Regular and Civilian Members. The key RCMP recruiting plans and priorities for the coming year are to:

- Make necessary improvements to make the application process more efficient through the implementation of a quality control process
- Establish a Civilian Member Recruiting Policy Unit to develop new strategies and methods for recruiting Civilian Members in a more proactive, coordinated and nationally standardized approach
- Implement "Bridging the Gap" recommendations in all Regional Recruiting offices to ensure that all recruiting personnel have the competencies they need to be effective in their jobs
- Advance the design of an "e-applicant" tool for Regular and Civilian Member recruiting
- Research to evaluate the feasibility of computerizing the assessment components of the Regular Member recruiting process

Succession Planning – The RCMP faces increasing pressures to proactively identify and develop leadership successors due to several factors. Its workforce has a "shrinking middle" in terms of age distribution, meaning there are many older employees plus many relatively new employees, with fewer in the mid-range years of service to draw from to replace those departing from more senior positions. Additionally, the number of retirements has increased, a high proportion of those departing are at the higher ranks and are experienced specialists, and the average age of retirement is relatively low. In recognition of the importance of ensuring effective and continuous leadership, the HR Sector is undertaking a number of initiatives to address this challenge. In 2008/2009, this will include:

- Improved methods of identifying potential successors based on skills, performance and experience in order to meet managerial as well as organizational needs (such as employment equity considerations)
- Identification of critical/strategic roles at the officer levels, the specialized skills that they require, and current gaps in these skills

- Continuous improvement and broader application of Regular Member leadership development programs, including the Full Potential Program and Officer Candidate Development Program (for NCOs) and the Senior Executive Development Program (for Officers)
- Targeted succession planning that is focused on developing "ready replacements" for priority positions including the use of development plans
- Development of methods to facilitate the transfer and retention of corporate knowledge held by senior departing employees including the promotion of mentoring and coaching

Support and Engagement of RCMP Employees – The HR Sector recognizes that the support of employees and their satisfaction with their careers in the RCMP are critical to ensuring productivity and organizational success. The HR Sector's direct relationship with employees is a significant factor in their engagement levels, but it is the actions of all RCMP supervisors and managers that are most important. The HR Sector must lead and support all managers in their efforts to provide a safe, healthy, supportive, enabling and flexible work environment. In 2008/2009, the HR Sector will continue its effort to identify, communicate and target the enablers of employee engagement and satisfaction. This will include:

- Follow-up research guided by the most recent Duxbury Report on workplace issues in the RCMP, which will include evaluating leadership training on employee wellness
- A review and integration of existing HR analysis on the drivers of employee engagement
- Further analysis of the RCMP 2007 employee survey (segmentation of employees according to type of work, years of service, etc.)
- Integration and improved communication of supervisors/manager responsibilities
- Research and documentation of existing initiatives and efforts throughout the RCMP aimed at improving engagement and satisfaction
- Development of a comprehensive plan for ensuring that gaps are addressed

Staffing and Promotions – Accelerated growth and change in the RCMP coupled with an increased need for specialized knowledge have resulted in greater pressures on many HR functions. Staffing and promotions processes must provide more flexible and timely methods of deploying employees and retaining them where their skills can fully contribute to the success of the organization. To achieve this, the HR Sector will develop a comprehensive strategy to apply as appropriate a number of new approaches and methods that will improve the efficiency and effectiveness of staffing and promotions. This will include the following:

- Research of options for future promotions systems including an international survey of practices in various police forces and an ongoing client satisfaction survey on the promotions process for non-commissioned officers
- A comprehensive analysis of each critical stage of staffing processes for all categories of employees in order to re-engineer and streamline those processes
- A review and formalization of how the RCMP delegates staffing authorities, as encouraged by the new *Public Service Employment Act* (PSEA), and the development of tools to clarify roles and responsibilities
- Development of a comprehensive staffing services delivery model that responds to identified client needs. The model will be aimed at facilitating career development as well as promotions and retention within a given area of expertise

Organization and Classification – The RCMP organization and classification program provides the foundation for organizing and classifying work for all categories of positions. This provides the basis for compensation determination and sound and effective organizational structure/hierarchy in support of program delivery. In 2008/2009, Organization and Classification will continue to focus efforts on marketing, streamlining and improving organization and classification services and service delivery in the department. This will be achieved through the following key initiatives:

- Promoting the use of generic/role work descriptions
- Improving the turnaround time for classification requests/services for line managers

- Increasing delegation of classification decision-making to some Region/Divisions, coupled with a more active monitoring program
- Increasing training for managers to engage them in the classification decision-making process

Development and Maintenance of Specialized Skills – Policing is growing in complexity and requires more specialized knowledge for a number of reasons: greater demands for specialized socio-cultural knowledge and language abilities; increased efforts to target sophisticated economic and/or technology-related crimes; more integration with other enforcement agencies and associated cross-jurisdictional and information sharing complexities; and growing legal complexities and demands for investigative expertise and comprehensive disclosure. The RCMP has a reputation as a highly competent and skilled police agency and the HR Sector must provide the necessary supports to maintain this distinction. This means developing improved methods of providing training and development opportunities within specialized knowledge areas in order to ensure that such skills are maintained and continually upgraded, to facilitate the acquisition and retention of employees who possess specialized skills, and to encourage the development of greater depths of expertise. In 2008/2009, the HR Sector will:

- Identify the roles with the most critical competency and training deficiencies or gaps in order to inform the development of future learning and development initiatives – including a focus on competencies related to the RCMP's strategic objectives: Organized Crime, Terrorism, Economic Integrity, Youth and Aboriginal Communities
- Improve planning and management of training expenditures
- Develop new, more efficient methods of delivering training
- Ensure greater use of applied training and self-learning that is integrated into daily work through active supervision, mentoring, teamwork and special projects

Employee Supervision and Performance Management – The HR Sector is responsible for a number of different methods of identifying, preventing and mitigating the risk and liability associated with the work and the conduct of the RCMP's employees, as well as ensuring high levels of employee productivity. There is a need to better formalize and integrate the methods of communicating employee and manager accountabilities in these areas. A key way that the HR Sector can do this is through improvements to employee performance management processes. In 2008/2009, the HR Sector will facilitate improved employee supervision and performance management by seeking to better integrate all HR efforts focused on ensuring that employees meet training standards, are motivated to make full use of their capabilities, and contribute to the RCMP's strategic objectives. This will require integration, broader application and/or improvements in the following:

- The Supervisory Development Program and Manager Development Program, which will be delivered to all categories of employees in a manner that is more aligned with the RCMP's leadership continuum
- Bridging the Gap (BTG), a performance improvement process that ensures employees have the capacity to support their unit's operational objectives. BTG will be better integrated into employee training planning processes
- Promotion and support of mentoring and coaching, for example through the Field Coaching Program. This program will be supplemented with a new Federal Field Coaching Program to be provided to new Regular Members who are posted directly to the Central Region
- Promotion and support of the development of learning plans for all employees
- Methods of holding supervisors accountable for ensuring that employees contribute to the RCMP's strategic objectives and comply with Operational Skills Maintenance (OSM) requirements
- Efforts to increase awareness and use of employee recognition programs, and new methods of recognizing employees
- Promotion and support of the new employee assessment tool and process

Disciplinary Process – The HR Sector must ensure organizational integrity and compliance with legislation and policy such as the *RCMP Act*, *Employment Equity Act*, *Official Languages Act*, the *Canadian Human Rights Act* and the *Public Service Labour Relations Act*. Parallel to improvements in supervision and performance management, there is a need to ensure that methods of enforcing the accountabilities under these acts are effective and well understood. A key component of this is the disciplinary process for Regular and Civilian Members that are provided for under the *RCMP Act*. In 2008/2009, the HR Sector will improve this process by:

- The centralization of all relevant programs to ensure a more effective and accountable formal disciplinary and grievance system. The Members' Representative Unit, the Appropriate Officers' Representatives, the Adjudications Directorate, and Level I and II Grievance Adjudicators will all be incorporated under a single Directorate reporting to the Director General of Discipline and Adjudications
- Reviewing the RCMP's suspension policy to increase its consistent application throughout the RCMP, and implementing new regulations for Suspension Without Pay and Allowances (SWOP)
- Initiate a pilot project introducing an Early Intervention System, which is a data-based management tool capable of identifying members exhibiting specific performance issues which could be indicators of larger behavioural or conduct problems. Timely recognition subsequently enables appropriate intervention strategies to be implemented before the behaviour or misconduct escalates to the point of jeopardizing a member's career or damaging the reputation of the RCMP

Integrated HR Information and Business Processes – The HR Sector recognizes the need to improve the quality of HR data, information systems and business processes in order to improve HR service delivery, knowledge management, and to support more comprehensive workforce analysis and workforce planning. Efforts will be increased in 08/09 to more formally establish methods and networks for integrating and sharing HR information and knowledge, and to prepare for longer term improvements to information systems. This will include:

- Identification of HR Sector business requirements in support of the Corporate Systems Integration Project, which will be implementing new systems that integrate HR, financial and asset information to enable more effective program planning and governance
- Re-engineering and standardization of HR business processes in order to integrate and streamline all HR activities and to ensure alignment with the Human Resources Management Information System (HRMIS)/PeopleSoft V8.9 Project
- Implementation of business process solutions to meet critical needs in the short term including the Transfer and Change Online Project (TACO), Position Management Information Reengineering (PMIR), Position Personnel Security Grid Project (PPSG) and the National Administrative Records Management System (NARMS)
- Development and monitoring of key measures on workforce success and on the progress of the HR strategy (including the use of surveys)
- Analysis of workforce demographics, internal movements, retirement rates and attrition rates

Integrated HR Planning – The HR Sector is challenged to ensure that it integrates its planning at the strategic and workforce planning levels, both throughout the HR Sector and between the HR Sector and the rest of the RCMP. Additionally, these efforts need to better address how strategies for HR management are fully implemented throughout the organization. A number of initiatives will be aimed at improving the effectiveness and coordination of HR planning and strategy execution including:

- Development of an HR Service Delivery Model that differentiates key HR Sector client groups, that articulates the variety of roles that are fulfilled by the HR Sector, and that provides a high level model for providing all services to each client group in an integrated and efficient manner
- Development of an "HR Management Accountability Framework" (HRMAF) with supporting definitions that articulates the various roles and responsibilities throughout the RCMP in the management of human resources
- Improved methods and tools for communicating HR management responsibilities throughout the RCMP, for example appropriate inclusion in training materials
- Improved methods and networks for monitoring and reporting on the progress in implementing HR strategies

The Office of the Ethics Advisor (OEA)

In order for the RCMP to deliver on its Strategic Priorities, it must have the confidence and trust of the public. Maintaining, or perhaps regaining, the confidence and trust of the community served requires that the RCMP be concerned with – and is seen to be concerned with – the ethical behaviour of its employees and the organization. Ethical behaviour is: the foundation on which the confidence in the RCMP is built. It enhances our reputation, improves our relations with the public, and keeps energy and attention on the work to be done. Through ethical behaviour, the RCMP will deliver on the goal of living the core values that make us a trusted partner, and as a result will be well positioned to deliver on the Strategic Priorities.

The Office of the Ethics Advisor will focus on ensuring that RCMP employees and the RCMP, as an organization, functions in an ethical manner and in alignment with the core values of the organization – honesty, integrity, compassion, respect, accountability and professionalism – the Mission of the RCMP, and the commitments the RCMP has made to its communities and its employees.

Over the next year, we will focus on the following initiatives:

The OEA will continue to manage the Commissioner's Outreach Initiative, which is a vehicle for both existing and former employees to bring concerns they may have regarding allegations of cover up and punitive treatment involving the senior ranks of the RCMP. The OEA will conduct independent reviews and provide advice to Commanding Officers and/or Senior Officers. Performance measures will include a client satisfaction questionnaire, which will identify trends and gaps in policies and/or processes.

The OEA will continue to develop and update the Ethics Education component as it provides a "continuum" of learning throughout the course of an employee's service. Ethics education is designed to ensure that employees are aware of the importance of establishing and maintaining an ethical work environment. Short-term performance measures include: the number of employees who receive ethics education; the number of courses that have ethical considerations weaved throughout; and the number of presentations provided. Long-term performance measures include: the reduction in complaints of employee conduct; and Ethics Counsellors in each Division.

In the upcoming year, the OEA plans on revitalizing an Ethics Committee that will have an important role in the governance of the RCMP's organization. Performance measures will include a fully functional Ethics Committee that includes national representation from all ranks and classifications, and academia.

The OEA will continue meeting with and engaging policy centres to ensure: ethical considerations are assessed during the drafting of policy; specific ethical components are included in new policy; ethical issues are considered when making changes to existing policy; and an ethical framework is incorporated in MOUs, MCs, partnership/sponsorship agreements etc. Performance measures include: the number of policy centres who engage the OEA when reviewing, creating or abolishing policies; and the number of MOUs, MCs, partnerships/sponsorship agreements, etc. that include an ethical framework based on the RCMP Core Values.

In the upcoming year, the OEA plans on becoming engaged in ethical considerations in intelligence gathering and national security. Intelligence ethics is an emerging field, without established guidelines for resolving the ethical issue confronting the intelligence community. It is a field in which the RCMP must take a lead role. Performance measures include the acknowledgement of and direction from the Ethics Committee to become fully engaged in this area.

The OEA has a lead role and will continue to implement the legislated requirements resulting from the *Public Servants Disclosure Protection Act (PSDPA)*. This includes developing: a Code of Conduct; policy and processes; awareness training; a communication strategy; a process to collect statistics; and an appropriate reporting structure. Performance measures include: benchmarking current employee awareness of the *PSDPA* the number of disclosures received; the implementation of a Code of Conduct reporting procedures; and the development of policy.

Challenges for the Coming Year(s) – The greatest challenge the OEA faces in the coming year is that of capacity, both human and financial. The OEA was mandated with the Commissioner's Outreach Initiative, the implementation of the PSDPA, working on the *Task Force on Governance and Cultural Change in the RCMP*, developing and implementing Ethics education. Additionally, the OEA addresses ethical issues on a daily basis. With this work and the increased sensitivity to ethical concerns, there is a need to have employees with the competencies to deliver on the mandate of the OEA. The lack of resources, both human and financial, has been and, continues to be, a challenge. This poses the greatest risk on our ability to deliver on legislated requirements (*PSDPA*) and the commitment that former Commissioner Busson (Ret) made as it pertains to the Commissioner's Outreach Program.

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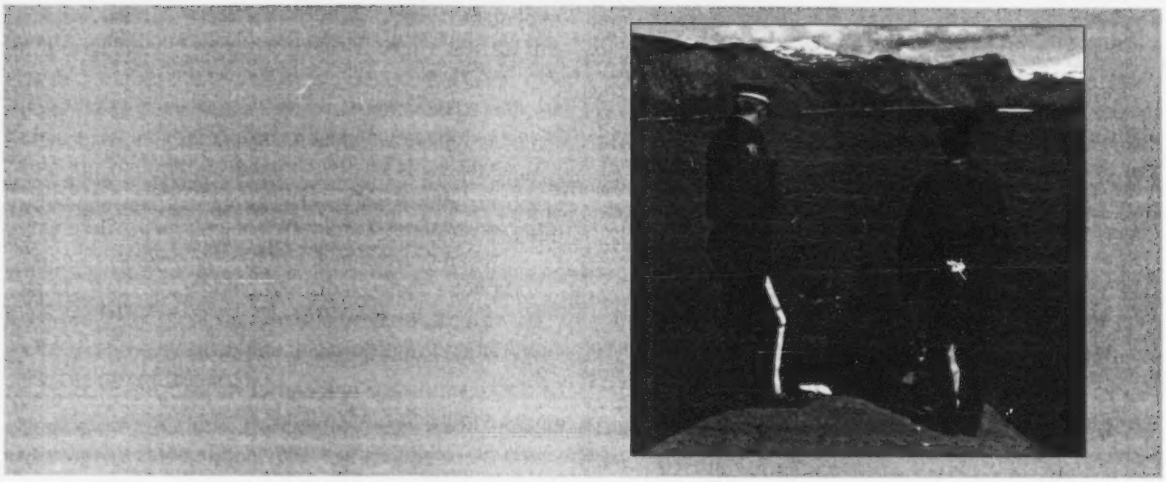

Royal Canadian Mounted Police
Report on Plans and Priorities
2008-2009

Special Chapter
Canada Firearms Centre

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SPECIAL CHAPTER – CANADA FIREARMS CENTRE

Canada Firearms Centre

In May 2006, the responsibility and administration of the *Firearms Act*, the Canadian Firearms Program (CFP), and the day-to-day operations of the Canada Firearms Centre (CAFC) were transferred to the RCMP. The Commissioner of the RCMP assumed the duties of Commissioner of Firearms and the CAFC became an operational service line under the direction of the Deputy Commissioner National Police Services (NPS). A transition initiative detailing specific transition activities was put in place to ensure minimal disruption to the program and will be completed by the end of 2007-2008.

The CAFC provides direct support to all domestic and international police services relative to firearms registration information and licensing of individuals and businesses. It provides police and other organizations with information and expertise vital to the prevention and investigation of firearms crime and misuse, both in Canada and internationally. This information helps distinguish between legal and illegal firearms, as well as lawful and unlawful owners. It also supports the interdiction of firearms trafficking. The CAFC works with the provinces and territories, with national organizations that have an ongoing interest in firearms safety, and with many firearms and hunter educational organizations across Canada in promoting safe storage, display, transportation and handling of firearms. In addition, the CAFC and Aboriginal peoples work together on projects at national, regional and local levels to deliver safety training, firearms verification, and assistance with the licensing and registration of firearms to Aboriginal and surrounding communities.

Mission

In harmony with the RCMP's goal of safe homes and safe communities, the CAFC's mission is to support police and other law enforcement organizations in enhancing public safety through the reduction and prevention of death, injury and threat from firearms. Through the CAFC, the RCMP will continue to develop and oversee an effective firearms registration and licensing system that will assist in the reduction of gun violence and meet the government's principal obligations under the *Firearms Act*. The CFP is intended to reduce gun violence by:

- Supporting federal, provincial and municipal law enforcement agencies in preventing and investigating firearm crimes and incidents
- Controlling the acquisition, possession and ownership of firearms
- Regulating certain types of firearms
- Preventing the misuse of firearms

Mandate

The mandate for the CAFC is to enhance public safety by:

- Helping reduce death, injury and threat from firearms through responsible ownership, use and storage of firearms
- Providing police and other organizations with expertise and information vital to the prevention and investigation of firearms crime and misuse in Canada and internationally

Values

The RCMP will operate the Canadian Firearms Program in accordance with its core values, as well as the following:

- Respect the lawful ownership and use of firearms in Canada and support firearm users with quality service, fair treatment and protection of confidential information
- Recognize that the involvement of the provinces, other federal agencies, Aboriginal peoples, police organizations, firearm owners and users, safety instructors, verifiers, businesses and public safety groups is essential for effective program delivery and achieving success
- Commit to ongoing improvement and innovation in order to achieve the highest levels of service, compliance, efficiency and overall effectiveness

- Inform and engage the CFP's clients and partners
- Manage its resources prudently to provide good value for money, as well as clear and accurate reporting of program performance and resource management
- Uphold the values and ethical standards of the Public Service of Canada and commit to fair staffing, employee development and a work environment that encourages involvement and initiative

Operating Environment

Due to the nature and intent of the program, the CFP operates in an environment of constant exposure and interaction with the public, and is therefore a subject of continuous review by parliamentary committees, the Canadian public, and the Office of the Auditor General (OAG). As such, the CFP's effectiveness and efficiency continue to be areas of primary concern and focus.

On May 17, 2006, the Minister of Public Safety announced a registration amnesty for certain individuals who are in possession of a non-restricted firearm without a valid licence or registration certificate. The Government introduced Bill C-24 (*An Act to Amend the Criminal Code and the Firearms Act [Non-registration of firearms that are neither prohibited nor restricted]*), on November 16, 2007. This bill was also mentioned in the October 17, 2007 Speech from the Throne, indicating the government's intentions to push forward quickly with the removal of non-restricted firearms from the Firearms Registry. The CAFC will continue to focus on preparing for and supporting the government's initiatives by reviewing methodology and practices to address the impacts of this potential change in legislation.

In striving to achieve increased program efficiency and effectiveness, the CAFC will also continue to focus on the 2006 recommendations of the Auditor General (AG). Addressing the identified issues through an action plan will effectively improve service quality and client service, improve service provided to partners by improving systems and tools, increase the cost effectiveness of the program and satisfying public criticism, increase functionality and usefulness of the program, and allow the tools being used to more effectively ensure safety and security to the public. The CAFC will also focus on technological advancements and improvements to better serve its clients.

With the CAFC currently serving over two million Canadian firearms owners, maintaining quality programs and services is largely reliant on the level of engagement of partners and stakeholders. In support of the significant progress that has been made for this priority during the last reporting period, the CAFC will continue to develop and improve relationships with provincial and regional partners and stakeholders through its Strategic Engagement initiative. This initiative focuses on providing partners and stakeholders with an enlightened understanding of the program's objective and role in improving public safety, and encouraging participation and support of the program. It will also improve overall program effectiveness by strengthening program support and increasing compliance.

Further to the Strategic Engagement initiative, the CFP also relies on the support of the public and communities. Therefore, the CAFC will continue to develop further awareness and understanding of the CFP through specific outreach activities that support the objectives of the *Firearms Act* and related legislation, as well as engage the public and communities to improve program compliance and increase the percentage of licence renewals, directly resulting in a reduction of overall program costs. The CAFC also intends on improving public awareness and value of the program through the development of an external communication strategy, as well as the development of a public and partners satisfaction data pool for future analysis and improvement.

Increasing program efficiency and effectiveness requires effective employee engagement. Being a national program with employees dispersed across the country, the CAFC will improve internal communications in order to disseminate meaningful information, such as updates on the progress and goals of the organization, and information on how to locate tools and resources. Therefore, in support of the internal communication initiatives and RCMP critical objectives, the CAFC will continue to further enhance internal communication to employees across the country.

The CAFC is also focused on enhancing human resources strategies by developing a Human Resources Plan. This initiative will permit the CAFC to be strategically prepared for forecasted activities that have a human resources impact on the program. The development of a strategic Human Resources Plan will also focus on attracting, developing and

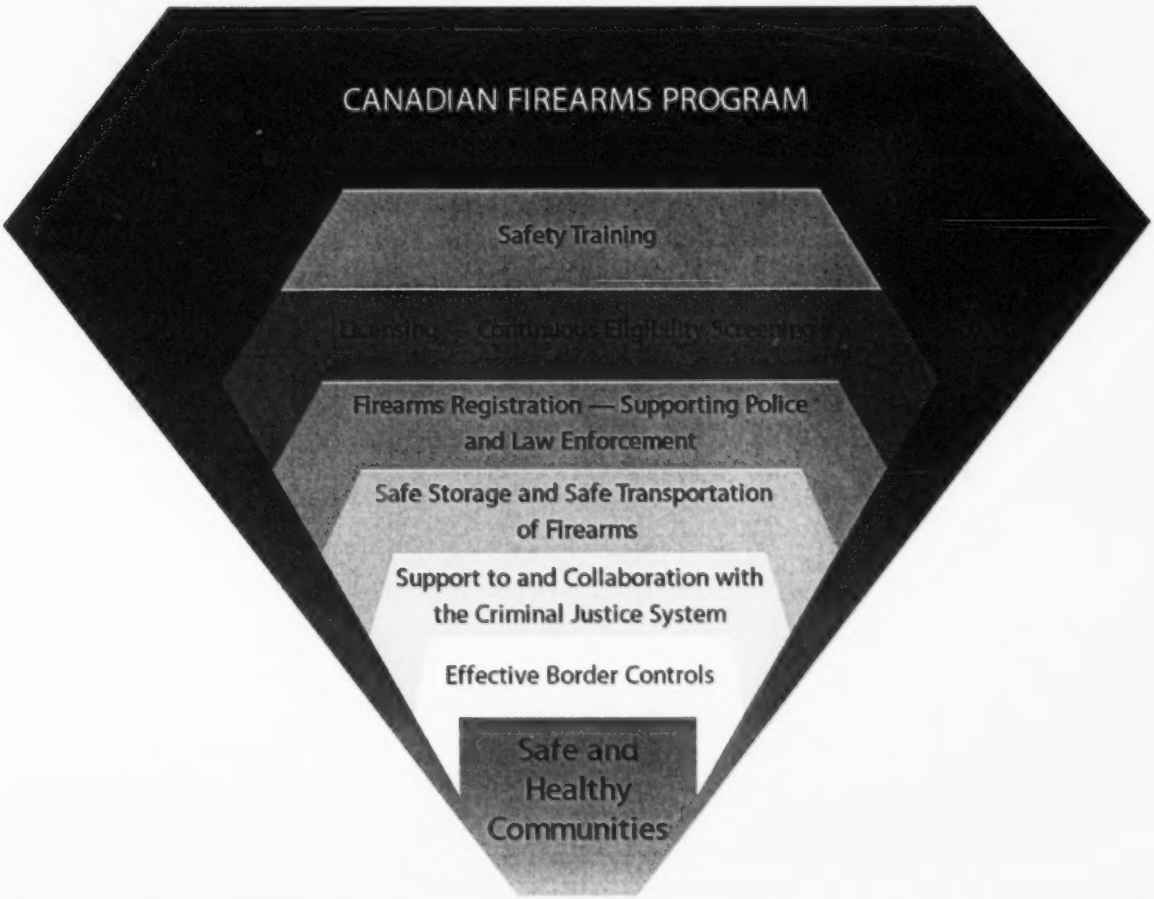
retaining employees, including a developmental and/or training aspect. A professional development section will allow employees to be further engaged and provide added value to the program through an increase in knowledge. This initiative will speak to all four 2008-2009 priorities.

Canadian Firearms Program

The Canadian Firearms Program (CFP) is a multi-departmental and multi-jurisdictional program for which the RCMP has lead responsibility. The core activities of the Program are shown in the chart below.

Effective delivery of the CFP depends upon partnerships involving the federal and provincial governments and law enforcement agencies. Federal partners such as Public Safety Canada (PSC), the Canada Border Services Agency (CBSA), the Department of Justice (DOJ), and the Department of Foreign Affairs and International Trade Canada (DFAIT) play a key role, as do the provincial Chief Firearms Officers (CFO). The CFOs both deliver the program and administer the decision-making and administrative work related to activities such as licensing, authorizations to transport and authorizations to carry firearms. They also designate instructors for the Canadian Firearms Safety Course and the Canadian Restricted Firearms Safety Course.

Some provinces and territories chose not to administer the *Firearms Act* and subsequently, did not appoint a provincial CFO. As a result, these provinces and territories have a federally appointed CFO. Currently, Newfoundland and Labrador, Manitoba, Nunavut, Saskatchewan, Alberta, the Northwest Territories, British Columbia, and the Yukon are administered by federally appointed CFOs, who are RCMP employees. The provinces of Ontario, Quebec, New Brunswick, Prince Edward Island and Nova Scotia administer the *Firearms Act* within their jurisdictions through a provincially appointed CFO. In the latter provinces, program operations are funded by the Government of


CANADIAN FIREARMS PROGRAM
Safety Training
Licensing — Continuous Eligibility Screening
Firearms Registration — Supporting Police and Law Enforcement
Safe Storage and Safe Transportation of Firearms
Support to and Collaboration with the Criminal Justice System
Effective Border Controls
Safe and Healthy Communities

Canada through contribution agreements entered into between the federal government and individual provinces. The RCMP continues to work with Aboriginal and other community organizations to further the understanding of, and compliance with, program requirements. These efforts are also funded through contribution agreements.

Designed to support the administration of the *Firearms Act*, a key component of the CFP is the Canadian Firearms Information System (CFIS). The CFIS records, tracks and makes available specific firearms and licensed owner information to police agencies and other stakeholders. A link between CFIS, the Firearms Interest Police (FIP) reports, and the Canadian Police Information Centre (CPIC) provides timely information to CFOs making decisions about client licensing and continuous eligibility, as well as to police officers who are enforcing the *Criminal Code*. In 2006, events recorded in the FIP file of CPIC led to the refusal of 400 new firearms licence applications. It also prompted 15,789 investigations by firearms officers which, in turn, led to the revocation of 2,084 licences. A decision to refuse or revoke a firearms licence is made based on criteria identified in Section 5 of the *Firearms Act, Eligibility to Hold Licences*. These criteria include instances where the individual has been convicted of a violent offence or a drug related offence, has a history of violent behaviour, or is being treated for a mental illness.

The Canadian Firearms Registry On-line (CFRO), a subset of CFIS, is available to Canadian police agencies via CPIC and provides a useful tool to police officers when responding to calls and in performing investigations.

Enhancing public safety is of national importance, and thus concerns all Canadians. Certain federal departments and agencies, such as CBSA and DFAIT, are currently performing activities that directly support the *Firearms Act*. Funded through a Memorandum of Understanding (MOU), CBSA is responsible for administering elements of the CFP at Canada's border crossings, while DFAIT is responsible for issuing import and export permits for firearms under the *Export and Import Permits Act*. The RCMP will continue efforts to develop and maintain valuable relationships with partners, clients and stakeholder groups.

Risks, Challenges and Opportunities

The RCMP is committed to assisting the government in contributing to safe homes and safe communities. It will continue to build on successes and lessons learned to meet the CFP's future risks, challenges and opportunities. Existing and future priorities of the CAFC will be aligned to its over-arching strategic outcome – *"the risks to public safety from firearms in Canada and international communities are minimized"* – in the most effective and efficient manner possible.

Gun control is a sensitive area of public policy and administration, and opportunities to enhance understanding and participation must be recognized. While the vast majority of firearms owners renew their licence to carry or own a firearm, since 2001, 153,000 owners have allowed their licences to expire, yet are deemed to still be in possession of a firearm. These situations not only add an unnecessary burden to Canada's police services, who are trying to efficiently make use of their available resources, but may in certain circumstances also pose a risk to public safety. Simple, easy to use forms, along with licence renewal reminders have made a positive impact on improving the rate at which clients renew licences thus far, but nevertheless require further improvement. The CAFC will continue to focus on developing other methods and initiatives for improving compliance through improved client service and communications.

The AG, in her May 2006 Status Report on the CFP, commented on data quality in CFIS. The quality of data gathered and maintained is of paramount importance for the CFP, the CAFC and stakeholders. As law enforcement partners increasingly rely on CFIS information to carry out their work, thereby improving officer safety and reducing risk to the public, the need for accurate and up-to-date information continues to grow. The CAFC is focusing on improving methods used to validate addresses, as recommended by the AG, and will continue to conduct its ongoing assessment of the quality of licence address and registration information. Dedicated efforts will be maintained to ensure that law enforcement partners understand the requirement for a high standard of data quality. The CAFC will continue to improve client service through the optimization of web-based transactions (i.e., online address changes, business-to-business or business-to-individual transfers). The continued use of web-based transactions will improve the quality of data gathered for clients, as well as reduce program costs associated with data correction.

Plans and Priorities

The CAFC priorities for 2008-2009 are:

Alignment with government and organizational policies and priorities: The CAFC will proactively plan and effectively communicate with stakeholders and the public concerning policy, regulatory and legal changes.

Increasing program efficiency and effectiveness: The CAFC will continue to focus on the 2006 AG's recommendations. By prioritizing initiatives around the identified issues, the CAFC will improve service delivery and client service, improve service to partners through better systems and tools, improve cost effectiveness of the program, and increase functionality and usefulness of the program. The CAFC will also focus on technological advancements and improvements to remain compatible with emerging technologies.

Promote employee engagement: The CAFC will further enhance internal communication strategies and develop a Human Resources Plan to assist in strategically attracting, developing and retaining employees across the country. The CAFC will focus on enabling employees to fully appreciate the value of their contributions to the accomplishments of the organization, thus contributing to increased employee engagement.

Strategic engagement of the public, partners and communities: The CAFC will develop further understanding and awareness of the CFP, as well as develop and improve relationships with the public, partners and stakeholders, through its strategic engagement initiative, and also through outreach and education initiatives. These will also support the objectives of the *Firearms Act* and related legislation, resulting in increased program compliance and reduction of overall program costs.

Alignment of CAFC Initiatives to RCMP Strategic Priorities

The CAFC supports the RCMP's Strategic Priorities through the following initiatives:

Organized Crime: Working collaboratively with the National Weapons Enforcement Support Team (NWEST), the CAFC assists with efforts to reduce the illicit trafficking of firearms supported by organized crime. The CAFC will have a greater operational support function and presence in organized crime investigations where firearms are involved, particularly through the CFIS and the CFRO/CPIC interface.

Terrorism: The CAFC is an active player in cross-border issues as they relate to firearms, including the Cross Border Crime Forum. It supports Canada's efforts at the United Nations and works with Interpol to combat the illicit trafficking in small arms. Canada is recognized globally for its firearm controls and the Canada Firearms Program.

Youth: The CAFC promotes the safe storage and handling of firearms for all gun owners and users, with a special emphasis on youth, by actively pursuing initiatives to introduce firearms safety education and awareness programs for schools.

Aboriginal Communities: The CAFC collaborates on a variety of projects which support Aboriginal communities. With the CAFC's support, the Red Sky Métis Independent Nation provides a range of firearms outreach services, including safety training, to Métis and First Nations people in Northwestern Ontario. A number of Treaty 6 First Nations in Alberta have undertaken a unique initiative to implement firearm safety education in the on-reserve school curriculum while, with financial support from the CAFC, the Assembly of First Nations has disseminated firearms-related information at public gatherings as a way to educate community members and leaders in the Northwest Territories. The CAFC continues to identify valued initiatives around Aboriginal communities and to strengthen existing and new partnerships.

Results and Performance Framework

Strategic Goal	
The risks to public safety from firearms in Canada and international communities are minimized.	
Expected Results and Indicators	
Expected Results	***Performance Indicators***
• Prevent access to firearms for those who are known to pose a threat to public safety • Operational information made available for policing and law enforcement purposes • Safe use and storage of firearms • Increased understanding and knowledge of program requirements by clients and stakeholders	• Number of known "at-risk" individuals who are revoked/prohibited from possession of firearms • Number of queries to the firearms database used by front line police (CFRO); affidavits produced • Number of participants in safety courses • Compliance rates for licence renewals and/or new owners

Activities and Outputs			
Firearms Registration		Firearms Licensing and Supporting Infrastructure	
Activities:	***Outputs:***	***Activities:***	***Outputs:***
Effective administration of the *Firearms Act*	• Registrations and transfers completed in a effective and efficient manner • Increased awareness of program benefits to public safety	Program compliance is supported by effective public and client awareness activities	• Improve compliance and renewal rate for licences • Increased awareness of the program benefits to public safety • Continuous eligibility monitoring is maintained
Efficient, client-centered services and streamlined processes are in place	• Use of technology to improve client service for registration and other online and telephone enquiries • Data quality and integrity improved through use of technology	Program is supported and enforced by Canadian law enforcement agencies	• Continued strategic engagement of partners and key stakeholders through regular in person visits • Year in year increase in the number of queries to the firearms database used by front line police (CFRO) • Continued emphasis on safety training, including direct delivery of courses in Aboriginal/ northern communities
Border control of firearms is supported by effective monitoring mechanisms	• Non-resident declarations • Interdiction of firearms illegally entering Canada	Innovative and effective program management and enhancement	• Implementation of appropriate technology for improved client service • Increased employee engagement trough improved internal communications